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PRODUCTIVITY

Job security

The key to effective innovation for increased productivity may be job security — not only for workers but also for management personnel involved. This suggestion is made in the *Personnel Journal* by E. Bruce Peters, a visiting associate professor at George Washington University, Washington, D.C.

Commenting on the success of quality-of-working-life experiments at a General Foods pet food plant in Topeka, Kansas, where workers themselves carry out many tasks formerly done by management, Peters observes: "Cost is lower, quality and production higher than in conventional plants. As a result of this success, the plant will possibly be returned to a traditional factory system, because it was too threatening to too many people."

Yet, he said, if management people were given the same assurances of job security that union members are given in successful innovations, there would be greater likelihood of success. "We have simply failed to recognize the security needs of another set of employees who are in a position to reject innovation or ensure its failure" — management, particularly at the shop-floor level.

A model of co-operation

Employees at Hayes-Dana in St. Thomas, Ontario, have shown their parent company, the Toledo-based Dana Corporation that a nine-year experiment with the Scanlon plan has been worthwhile.

The Scanlon plan of labour-management co-operation comprises two elements: a bonus system based on labour productivity through which workers can share in any gains achieved and a management committee for upward and downward communication. At St. Thomas, the first Dana operation to use the Scanlon plan, the plant's base labour costs are calculated as a percentage of sales dollars, based on past history. Through a system of workplace and job improvements, labour costs are reduced, with all savings over the base labour cost subsequently split between workers and the company.

Manager Jim Harris says the turnover at Hayes-Dana is "virtually non-existent" and bonuses run in the range of 15 per cent above the worker's gross monthly salary. He adds that absenteeism runs at an insignificant 1.5 per cent. Orders are filled a month ahead of deadline, which increases Hayes-Dana's competitive position.

While some employee suggestions may increase productivity, they may also reduce staff. But, according to Harris, the plant has been able to maintain a stable work population that declines only through attrition.

Gains through re-organization

Changes in work organization and the wage system have helped produce productivity gains and improved worker satisfaction at A Orrefors Glasbruk, a Swedish manufacturer of glassware. Faced with a gradual deterioration of profitability, the firm reorganized part of its production workers int semi-autonomous groups. It also replaced its piecework wage system with one based in part on "productivity index." The index was based on the ratio of allotted time to complete a group of approved products to the actual time, with a bonus paid when productivity levels exceeded the index. The bonus was, of course addition to a fixed wage.

The Swedish Employers' Confederation, in a publication entitled *Th Orrefors Report*, says the case provides new confirmation of the close relationship between work organization and wage systems.

QUALITY OF WORKING LIFE

Meeting external pressures

More and more American managers will become involved in issues relating to the quality of working life, according to George H. Kuper, executive director of th National Center for Productivity and Quality of Working Life.

"Some will do so because they a

self-starters who see this as a way to raise performance to new heights," he writes in *Labor Law Journal*. "The majority will do it in order to meet external pressures."

One important external pressure is the high level of productivity developed in Europe since World War II in countries that accepted U.S. "financial aid and production know-how" but rejected U.S. economic management as a model. Instead, they accepted more worker-management co-operation, wage/price controls operated by more or less formal arrangements among employers, unions and governments, and programs to stimulate growth at the plant level, in which unions, particularly in Sweden, "push productivity improvement more energetically than does management."

Kuper agrees that employers' unions' and governments' interests in QWL are not identical, but he says they have much in common. "When representatives of the three sit down together they perceive shared interests they did not see before. When this discovery takes place in an atmosphere that allows something to be done about these shared interests, it becomes easier to discuss issues that are not as obviously of mutual interest. That has certainly been the experience of the centre's own board of directors and makes me desirous of continuing the institutionalization of this national level co-operation."

He says management and labour in the U.S. may have to "absorb the fact that better co-operation between management and workers will be vital to the success of the economic enterprise," and also that each management will be well advised to assess "how effective co-operation is right now" as a prelude to making it more effective. He also says the parties may have to grasp that "economic stability, job security and productivity improvement reinforce one another." U.S. workers, he notes, "are pressing harder and harder for the level of job security that now prevails in Europe."

He also writes that any effort to improve co-operation must take into account the anxieties that "beset" both sides: "Leaders on both sides are fearful of losing control; followers of being exploited."

He also proposes labour-management committees as the institutional framework for improved QWL. He says they will operate more effectively if both parties see themselves as in the same boat — for example when foreign competition threatens profits and employment — when each party is prepared to cede some traditional rights, when the committee's work is "openly and vigorously" supported by labour and management leaders, when the committees are given the opportunity to accomplish something "visibly worthwhile," when they communicate fully and frequently with the people they represent on both sides. "Finally," he writes, "the most essential precondition is a guarantee from management that no workers — and, for that matter, no supervisor either — will lose job security because of anything the committee may do."

JOB SATISFACTION

Prestige important

Contrary to the popular belief that professional work is more interesting than any other kind, researcher Charles Weaver found that craftsmen are the happiest workers and that manual labour can be instrinsically satisfying.

In the *Journal of Personnel Psychology*, Weaver writes that most job satisfaction studies show that the typically greater job satisfaction of white-collar workers in comparison with blue-collar workers is independent of six control variables: work autonomy, authority, education, age, race and personal income. In Weaver's study of 1,484 American men with full-time jobs he held the six variables constant and also removed the effects of occupational prestige.

He found that when the effects of prestige are removed, professional-technical workers have the lowest job satisfaction and labourers have the highest job satisfaction. Weaver concludes that prestige contributes more to job satisfaction than does work autonomy, authority or income.

MOTIVATION

Incentive through ownership

Having managers and employees "own a piece of the company" is one reason for the outstanding growth of Magna International Inc., according to a report in *Canadian Business*. Frank Stronach, chairman of Magna, now controls a string of companies, most of them making auto parts, which generated $81 million in sales last year and had a 50 per cent average growth in earnings during the past five years. Most of Magna's plants are small, employing fewer than 100 people.

The article quotes Stronach, who immigrated to Canada from Austria in 1954 and worked retrieving balls at a Montreal golf course and washing dishes in Kitchener in his first months here: "When I spotted a good guy within the company, there was always the danger that

he would leave for better pay or do his own thing. I started thinking that it would be better to be a partner with him than to lose him completely. So I gave guys like that a new company — some equipment and a building — and I'd say to him: 'You're a manager now. You own 20 per cent.' All the little divisions grew to a reasonable size that way, which makes sense. It's only through incentive that you motivate people."

Positive rewards

An article in *Business Week* says behaviour modification techniques in use in more than 100 major companies produce positive results, including higher productivity, increased job satisfaction and lower absenteeism and turnover. Pioneered in the U.S. by Edward J. Feeney about a decade ago, behaviour modification techniques are based on the theories of B.F. Skinner that behaviour can be changed by positive rewards such as praise or recognition. The article says one company alone — 3M — reported $3.5 million in cost savings in 1977, as well as improved worker morale. Most other companies using the techniques report similar improvements.

THE WORKPLACE

"Poor bossing" widespread

A United States industrial psychologist says "people problems" are more widespread than "technological problems" in industry and he blames "poor bossing" for most of them. Too few managers have a "scientific understanding" of how to get along with employees, Alfred J. Marrow, president of the National Academy of Professional Psychologists, is quoted as saying in *U.S. News and World Report*. Only about 5 per cent of employers are giving their managers courses on how to get along with employees and motivate them to do a better job, he adds. Marrow says too many managers "try to run their plants and stores and offices autocratically, with no real attempt at two-way communication. This causes psychological stress and greater inefficiency on the part of workers." He is also quoted as saying there would be fewer industrial relations problems if bosses would listen to workers more: "Nobody knows more about a particular job than the person who's doing it day in and day out."

Work values changing?

Two recent studies of the work ethic find differences between work attitudes of young and old employees, but little evidence to support the concept that a pervasive "generation gap" exists in the work world.

Ronald Taylor and Mark Thompson, two University of British Columbia professors, studied 1,058 men and women between 18 and 65 working in three organizations: a city government, a hospital and a machinery sales and repair centre. Participants completed the Work Value Systems Questionnaire in their work place.

In a report on their study, in the *Academy of Management Journal*, they conclude that young people have become less favourably inclined toward traditional work values; they value money as a reward but place more emphasis on self-expression in the workplace than do older workers. However, younger and older workers show the same degree of pride in their work.

This last finding contrasts with an implication drawn by David Cherrington, who teaches organizational behaviour at Brigham Young University, from his survey of 3,053 workers in 53 companies throughout the United States. Cherrington, in a report in *Business Horizons*, says his findings suggest that younger workers do not believe hard work and pride in craftsmanship are as important as older workers believe them to be.

From responses to 191 questions regarding attitudes toward job, company, community and work in general, Cherrington also concludes that young workers show less adherence to the traditional "character" ethic and more to the "personality" ethic. He describes the character ethic as "developing one's character and doing good to one's fellow man" and the personality ethic as the belief that "success comes from pleasing personality that can help us to get along with others in society."

Reducing stress

People who have been told to relax to reduce the stress of their work but who don't know how to go about it, may find the answer in a 12-week experiment with work breaks using a "relaxation response" technique at the Converse division of Electra Corporation in Wilmington, Mass. Two Harvard Medical School researchers, Dr. Herbert Benson, an associate professor and Dr. Ruanne K. Peters, a post-doctoral research fellow, found significant changes in blood pressure occurred in groups that participated in the relaxation response techniques during two daily 15-minute break periods, but no significant changes in a control group of employees who took the two work breaks but did not use the techniques.

The participating employees sat quietly in a comfortable position, kept their eyes closed, breathed slowly through their nostrils while saying quietly "in" and "out" with each breath, and maintained a "passive" attitude, permitting relaxation to occur at its own pace.

Benson and Peters say four elements are common to several techniques that can produce the "relaxation response," which they define as "an innate physical relaxation characterized by decreases in metabolic rate, heartbeat and breathing rate." The elements are a quiet environment, a comfortable position, a repetitive mental stimulus and a positive attitude. They advise, however, that the technique should not be practised within two hours after any meal "since the digestive processes seem to interfere with eliciting the relaxation response."

Space and power

In government and industry there is a close relationship between office floor space and power in an organization, according to research by Douglas E. Durand of the University of Missouri. He studied the floor plans of a university, a chemical manufacturing firm and a government accounting unit, comparing the floor space of office holders with their place in the organizational tables. He found that senior executives typically have larger offices. However, the relationship was weaker in the university than in the government and industry organizations surveyed.

Co-operation through committees

Two experts at the U.S. National Center on Productivity and the Quality of Working Life say acceptance of joint plant and shop-floor committees is more widespread than at any time since the Second World War. William Batt Jr., the Center's program manager and Edgar Weinberg, its assistant director, also argue, in the *Harvard Business Review*, that co-operation through such committees may be one of the most effective ways through which employers can tap the creativity and ingenuity of workers.

Whether the particular form of co-operation be plant production committees, Scanlon plan, quality of work life committees or some other similar meeting of minds, they note the significant and "distinctive" feature of the arrangement — "the agreement to extend the collective bargaining beyond its traditional limits, that is to deal jointly with issues of mutual interest without impairing either party's bargaining strength."

They studied 180 active committees and report several common features: "They provide workers with a regular, periodic opportunity to participate in decision making, especially on the shop floor, where their work is most directly affected. They help management at all levels to identify and solve problems facing the organization. They provide a learning experience for all concerned in the workings of the enterprise and the way in which each person relates to it."

EMPLOYEE COMPENSATION

Absenteeism and sickness

A British survey has found that the introduction of improved sick pay benefits in several firms has been followed by increases of from 2 to 4 per cent in the time manual workers take off sick every year. Incomes Data Service, in its study, found a similar trend in four companies in the motor industry and in several chemical and food companies. The report found close to 100 times as much absenteeism is due to sickness as to strikes, and that most use of sick leave is for genuine reasons. "However, in most firms a hard core of from 2 to 5 per cent of employees abuse sick leave," says a report on the survey in *The Economist*.

Unusual benefits

Imagination is almost unlimited in the development of fringe benefits, according to J.H. Foegen, a professor of business at Winona State University in Minnesota. He says "nap breaks" have been suggested (in a report to the annual convention of the American Psychological Association) to reduce tension, increase energy and produce friendlier workers. Writing in the *Labor Law Journal*, he also describes some unusual fringe benefits already in effect in the United States. The Chase Manhattan Bank provides employees with their own department store, selling merchandise on a "break even" basis. Xerox Corporation and Mead Corporation offer counselling on family or financial problems. A manufacturer of air compressors in Michigan City, Indiana, provides a 35-cents-a-gallon gasoline pump, free language lessons and instruction in television repairs, music appreciation, gourmet cooking and art. And a Pennsylvania local of the National Hospital Union has negotiated the first day of deer hunting season as a paid holiday. "When AFL founder Samuel Gompers said that unions wanted 'more,' he wasn't kidding," Foegen comments.

EDUCATION

Demand for labour courses grows

Since 1968, when Rutgers University launched the first degree program in labour studies, there has been a phenomenal growth of labour credit courses. Now 47 U.S. colleges and universities offer a major or concentration in labour studies.

According to an article in the U.S. *Monthly Labor Review,* the demand for these credit courses comes from unions and their members. They see higher education as an investment in skills which pay off in jobs, higher wages or personal growth. Education is also considered a consumer good that rivals cars, travel and homes in bringing enjoyment and conferring status.

Although course content varies between institutions, the article points out that in most cases the labour unions act as sponsors or advisors, there is a mix of labour and liberal arts subjects, students enroll without academic prerequisites and adult union members are the target students.

Author Lois Gray says there is some doubt the courses can survive, however. There is difficulty finding qualified faculty and administrators. The schools wonder if there is a place for their graduates, and about half the enrolled students cannot keep up with course requirements. Many labour educators resist the rapid spread of credit and degree links for labour education because they see credentialism as a distortion and even corruption of traditional labour values.

PAID EDUCATIONAL LEAVE

Belgium's experience

Belgium has had legislation providing for paid educational leave since 1973, but studies by both the government and the principal employers' organization, FEB, indicate that little interest has been shown in making use of the legislation despite an urgent need to increase the skills of many workers. "The situation is proving something of an embarrassment to the country's unions, whose proposals formed the basis of the 1973 law," says a report in the *European Industrial Relations Review*. The Act provides time off for attending courses to all full-time workers under age 40, except most public service employees. They may follow almost any course subsidized by the state in the areas of vocational training, social legislation including health and safety at work, social, economic and civic life and "general culture, morals, the family and man in the community." The law provides that, in general, study leave periods should be worked out through industry-level collective agreements.

The government study found many employees did not take advantage of the legislation because of threats from the employer that they would be dismissed if they did. Others were discouraged by the experience of work mates who studied and then got no promotion or increase as a result. It was also found difficult for shift workers to attend courses.

Among changes in the provisions proposed by respondents to the FEB survey were limiting the number of workers participating, restricting the program to vocational training courses, and scrapping paid study leave during work time in favour of a system under which workers would get bonuses at the end of the year if they successfully followed courses outside working hours. As expected, the reaction of Belgium's biggest union confederation, the CSC, is that it will oppose any moves by Belgian employers to restrict rights to study leave. It also maintains that the scope of eligible courses should be broadened, not restricted, because 70 per cent of Belgian workers have had only a primary school education.

HEALTH & SAFETY

Most workers at risk

A new government study in the U.S. has concluded that nine out of every ten American workers are exposed to chemical or physical hazards on the job. The finding was the result of a two-year investigation by the National Institute for Occupational Health and Safety.

Following a survey of 5,000 workers in 67 metropolitan areas, NIOSH investigators identified 8,000 chemical substances and physical agents as potential hazards.

The study, published as volume of the National Occupational Hazard Survey, found that about two thirds of the businesses investigated provide personal safety devices for their employees. But the NIOSH researchers noted, the equipment usually provides protection only against a particular kind of hazard and may still leave workers exposed to other substantial risks.

EMPLOYMENT

Rent-a-worker

Several Japanese employers have found a way to sustain their tradition of lifetime job security for their workers. They are lending employees to firms with temporary job shortages. The program was started by the second-rank auto firms caught understaffed by an export boom in 1977. They didn't want to hire full-time employees for whom they would have to provide job security. Instead, they borrowed workers from industries with temporary surpluses of employees.

Health workers' mobility

An analysis of United States census data supports the hypothesis that attachment to an occupation increases in direct proportion to the investment made in training and education to prepare for that occupation. The analysis of the 1970 Census Public Use Sample, which includes information on the mobility patterns and separation rates of workers who provide health care services, demonstrates that they transfer to other occupations less frequently than do other workers. About 15 per cent of all workers employed in health occupations in 1965 had changed their occupation by 1970, compared with a 30.2-per-cent rate for all employed workers.

Within the health field, the lowest transfer rates were for the highly educated health practitioners — dentists, 4.1 per cent; physicians, 5 per cent, and pharmacists, 8.5 per cent. The transfer rate for nurses, dietitians and therapists was 12.6 per cent, while that for the category requiring the least training, non-nursing health aides, was 29.9 per cent.

Mechanization hits farm workers

Cesar Chavez and the United Farm Workers, having resolved their jurisdictional dispute with the International Brotherhood of Teamsters, now face another problem, large-scale mechanization of farm work. Growers are introducing mechanical pickers even for crops such as wine grapes, lettuce and fresh-market tomatoes that had traditionally been harvested by hand. A research office of the California legislature estimates that 20,000 of the 112,000 harvest jobs in 10 major crops may disappear by 1982, according to a report in *Business Week*.

Corporate policies changing

A survey by the Bureau of National Affairs, a private publisher based in Washington, D.C., indicates that enforcement of equal-employment-opportunity laws and regulations by government is motivating companies to change policies and practices on promotions and transfers. The bureau surveyed 166 employers — 51 per cent of them manufacturers, 28 other private businesses and 21 per cent public-sector employees including schools, hospitals and government agencies. About 25 per cent of respondents have recently adopted job-posting procedures to publicize vacancies. And several firms had initiated formal procedures for notifying rejected applicants in writing. In half the firms, procedures have been established through which employees can protest the decision for officer or clerical and professional or technical jobs, and in three quarters of the firms such procedures exist regarding plant or service jobs.

Harris admits the unions and workers were skeptical at first; but now that workers can see their suggestions implemented, and the bonuses on the pay-cheques, the plant provides a model of labour-management co-operation.

WOMEN

Career aspirations

A survey of the career aspirations of 519 Grade 11 girls from a random sample of Calgary high schools found, as expected, that sex-typing of occupations "operates to continue the current sex-role segregation that is pervasive in the work world." It also found, surprisingly, that the kind of work a mother does has little effect on a daughter's choice of occupation. Whether mother likes her work may be a more important variable.

Merlin B. Brinkerhoff, a sociologist at the University of Calgary, classified respondents into three categories — "pioneers" if they chose occupations where women make up less than 34 per cent of all employees (i.e., where women are under-represented in the Canadian labour force), "moderates" (occupations where from 34 to 67 per cent of employees are women), and "traditionalists" (occupations where more than 67 per cent of employees are women). He says a comparison of their "idealistic" and "real" aspirations indicates that "girls appear to 'know their place' in the work world." Their idealistic aspirations — wanting a particular occupation — were 35.5 per cent pioneer, 34.3 per cent moderate and 40.3 per cent traditional. But their realistic aspirations — occupations they thought they could possibly attain — showed a different distribution: 18.4 per cent pioneer, 16.2 per cent moderate, and 65.4 per cent traditionalist.

He says his analysis of the survey results also suggests it is not whether a mother works that influences a daughter to seek a pioneer occupation but the nature of the work experience: "A woman who works out of necessity and finds it drudgery may not influence her daughter's role innovativeness, even if the mother works in a pioneer occupation. On the other hand, a woman who is happily employed in a traditional occupation may positively influence her daughter toward a similar job." He also says there is evidence to suggest that women from higher educational and occupational levels "not only hold less sex-based stereotypes of the occupational world but also have more satisfactory work experiences." Consequently, their daughters "more often appear to be role innovators."

In his survey, Brinkerhoff sought to examine the effect of such "barriers" to women's entry into male-dominated occupations as socio-economic status, educational attainment goals, self reported grades in school, perceived intelligence and type of school program in which the girls were enrolled. Questionnaire results indicate "moderately strong" support for the hypothesis that girls with low grades, low perceived intelligence, who are enrolled in a technical program in high school, do not plan to enter a pioneer occupation.

Brinkerhoff reports his survey results in the 1977 third-quarter issue of *Canadian Journal of Sociology* in a paper entitled "Women who want to work in a man's world: a study of the influences of structural factors on role innovativeness."

CN program

A program adopted by Canadian National Railways to encourage women to seek promotions has achieved some positive results. Heather Pratt, the co-ordinator of the program, says the percentage of women in management positions rose from 1.97 to 3.03 in 1976 — or from 169 persons to 242. In the same year, the percentage of women in the total company work force increased from 5.19 per cent to 5.85 per cent — 4,021 to 4,343. Under the program, two-day seminars are given at most major points in the CN system to help women with "confidence-building, assertiveness and career planning," Pratt reports in *Canadian Personnel and Industrial Relations Journal.* She also reports that a study has been launched into "rug ranking" by a committee of senior secretaries.

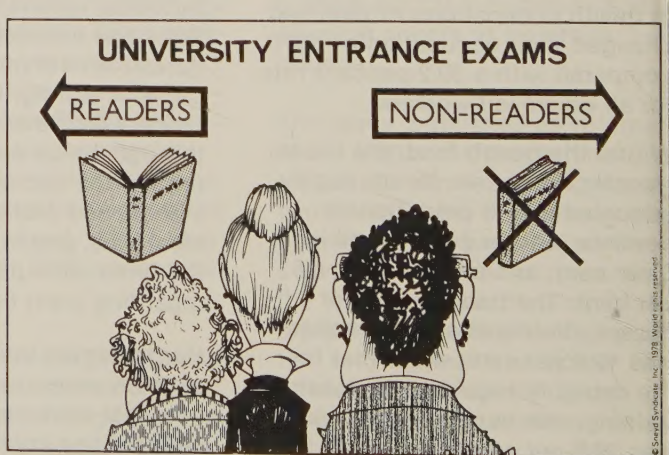
Need for new facilities

Almost all countries, both industrial and developing, have experienced a "serious strain" on child care facilities because of changing attitudes toward the employment of working women, the International Labour Office reports. Women's place in the labour market, away from an exclusively domestic role, has been more firmly established in recent years, the report adds, but there still remains a great deal of uncertainty in many countries about the respective roles of men and women in earning a salary and carrying out domestic chores.

The ILO's 1965 recommendations on the employment of women with family responsibilities sought to provide women with facilities to help them deal with immediate, day-to-day problems due to their dual tasks at work and in the home, and guidance and training to help girls and working mothers avoid labour discrimination on grounds of sex.

Some governments and employer and worker organizations have said the recommendation is outdated because it is "based on the belief that women have a greater responsibility toward their families and that special measures are there-

SCOOPS



fore needed to assist them," the ILO says.

The ILO has also found "wide divergence" on when the necessary protection for working women ends and when discrimination starts: "Many countries prohibit overtime or night work for women so that they will have more time available at home, whereas others have repealed existing prohibitions of this kind in order to remove a possible source of discrimination against women."

PERSONNEL MANAGEMENT

Supervisory style and morale

The 'human relations doctrine' of management is supported in an Indian study of supervisory styles and morale reported in the *Journal of Occupational Psychology*.

Psychologists D.M. Pestonjee and A.P. Singh studied 20 first-level supervisors and 200 rank-and-file workers in the Bhilai Steel plant in India. They developed a "Supervisors Orientation Scale" to determine employee-oriented and production-oriented styles of supervision. Morale was measured with another specially-designed scale that included four sub-sections: fairness of employers' policies and behaviour, adequacy of immediate leadership, sense of participation and sense of worth of the organization.

They found employee-oriented supervisors were supportive, recognized the qualities of workers, allowed participation in decision making, showed a humanitarian attitude and demonstrated care and concern for the welfare of employees. These supervisors were found to lead workers with higher morale. On the other hand, supervisors who were production-oriented stressed efficiency, emphasized rules, regulations and regularity. Their employees showed a significantly lower morale than the employee-oriented lead group.

The authors suggest that supervisors should be trained in employee-oriented functions to enhance job satisfaction, industrial harmony and better production. But they point out the study's conclusions may be most relevant to developing countries where the lack of capital resources and sophisticated technological industrial bases makes it imperative that no man-hours be lost due to industrial strife and disharmony.

WORKING TIME

Upswing in flextime

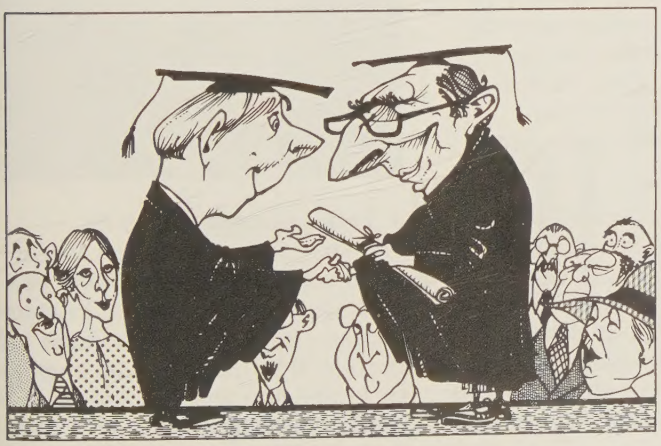
About 13 per cent of non-governmental businesses and organizations employing more than 50 people in the United States are now using flexible working hours, a Georgetown University study finds. The study, by Dr. Stanley D. Nollen of the university's school of business administration, concludes that flextime has more advantages than disadvantages, and that its use seems to be increasing.

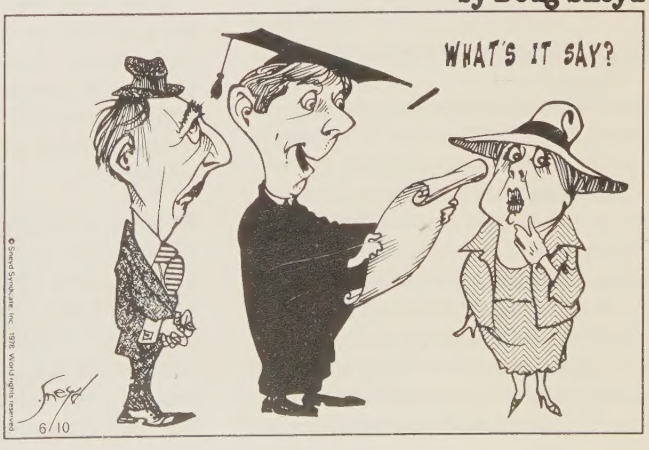
INDUSTRIAL RELATIONS

Important precedent

The Ontario Labour Relations Board has ruled that a member of a company board of directors may be a member of a bargaining unit. However, the situation was not a typical one. The director concerned was a crane operator who was also a worker-director in S.D. Adams Welded Products Ltd., Sault Ste. Marie, Ont. The worker-director had helped organize about 24 of the firm's employees, and

by Doug Sneyd





the board had to consider whether this action could be equated with participation by an employer in the formation of the union, an action forbidden by the provincial labour code. The board certified the union (United Steelworkers) for 24 employees after finding that the employee-director had no managerial function. The ruling is seen as setting an important precedent by removing a potential barrier to union members participating on boards of directors.

Time off for unionists

Since April, all British employers that recognize unions are required to permit workers who hold union office paid time off work for union duties and industrial relations training. That is the effect of amendments to the Employment Protection Act and an accompanying code of practice. An estimated 200,000 union officials — most of them shop stewards or union representatives — are covered by the new provisions. An Industrial Relations Tribunal is empowered to hear complaints from workers and to award compensation where an employer has failed to permit time off in accordance with the act.

UNIONS

First physicians' union

The National Labor Relations Board has certified the first bargaining unit for physicians in the United States. Physicians employed by the Group Health Association Inc. of Washington, D.C. voted 53 to 16 in favour of representation by their union, the Group Health Physicians Association. The union is seeking a cost-of-living increase in its members' salaries, now in the $50,000-$55,000 range. They are also seeking to negotiate "improvements in patient care" by reducing the number of patients seen by each doctor.

BUSINESS

Closing the sex gap?

A study by two women undergraduates at the University of Toronto's Faculty of Management Studies indicates that women with Master's degrees in Business Administration are closing the sex discrimination gap. Sybil Levine and Chrystine Magraken surveyed 97 women and 113 men MBA graduates from five Ontario universities — McMaster, Queen's, Toronto, Western and York. In a report on their survey, in the weekly *Financial Post*, they say the results indicate several trends:

- The number of women MBAs has increased dramatically. Before 1970, there were only 24 in Ontario. Since then there have been 366 graduates, 125 of them last year — or 16 per cent of the graduating class.

- Although male MBAs earn more at every level (the average difference is $5,000) recent graduates have reduced this gap to $2,000.

- There is less difference in undergraduate background: "Today's women MBA is likely to have a math or computer science background, and more men have social science degrees, vs. the old norm of engineering for men, social science or humanities for women."

Another difference is in marriage. "Two thirds of the men were married, and 70 per cent of these have children," the researchers reported. "However, only 40 per cent of the women were married, and, of these, a surprisingly low 20 per cent have children. This seems to imply that many of the women still feel they must choose between a family and a career."

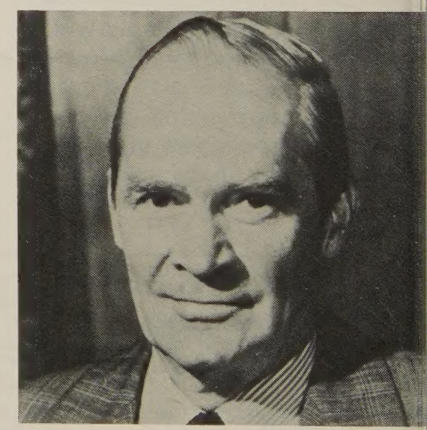
The researchers describe the women MBAs as "a vanguard that will advance to the upper echelon of business and who expect to be treated seriously. Hopeful about the future, they are more numerous, well trained, more mobile and determined to succeed."

ILO

New members

The Republic of Botswana and the Republic of Djibouti have become members of the International Labour Organization. The addition of the two African countries, announced May 9, raises the United Nations agency's membership to 136 states.

PEOPLE



J. Taylor Kennedy, 1978-79 president of the Canadian Manufacturers' Association (CMA), is a director of Canada Cement Lafarge Ltd. and president of Canfarge Ltd. Born in Montreal, he is an engineer by profession and is active in accident prevention work. lg

special reports

Business

The labour-management decision: rhetoric or solutions?

Management should take more responsibility for reshaping industrial relations if Canada's stubborn economic clots are to be by-passed within a viable free market system.

This view was expounded to the country's top manufacturers at their latest annual meeting, not by a trade union leader but by one of the prominent members of their own community. It came as a welcome note of accord amid a setting that — in keeping with what appears to be a national mood — saw too much criticism and not enough proposals for concrete, constructive action.

"It is all too easy to say that there is 'too much government' but quite another matter to suggest how Canadians can lessen their dependence on government intervention," J. Hugh Stevens, chairman and chief executive officer of Canada Wire and Cable Co. Ltd., told the Canadian Manufacturers' Association (CMA) at its annual meeting in Toronto, June 4-5. He was delivering his last address as CMA president.

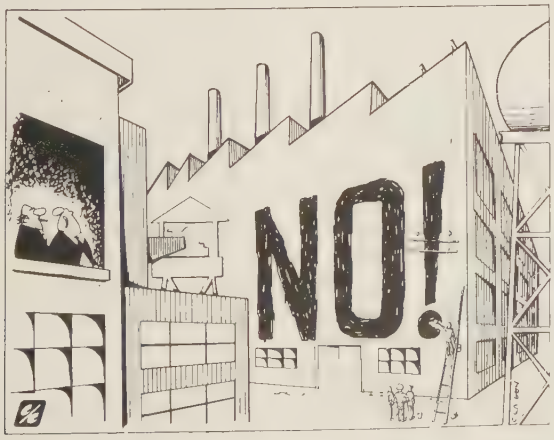
"There must be a willingness among businessmen to take responsibility to offset this tendency and demonstrate that the market system can deliver better economic benefits than increasing government intervention," Stevens said.

One of the methods he suggested for accomplishing this was to try to be more understanding of government's motives instead of just "lash out with righteous indignation about government policies." He said this was one of the most important conclusions he has drawn from his experience as CMA president.

Consequently, businessmen should propose reforms that are reasonable in both economic and political terms and develop an awareness of the pressures that prompt the government to intervene in the economy, Stevens said. In essence he was calling for moderation coupled with more in-depth analyses and new approaches to the broad spectrum of industrial relations. "I do believe that we need a greater agreement among all segments of Canadian society concerning our national objectives," he declared.

Federal labour minister John Munro spoke to the delegates about Labour Canada's plans. He sought to dispel misunderstandings regarding the 14-point program he announced some eighteen months ago aimed at improving the work environment, the process of collective bargaining and the labour relations system.

Portions of the 14-point program, related to overdue reforms in working conditions in federally-regulated industries, are already being implemented following parliamentary passage of Bill C-8. But the thrust of the program centres on "reinforcing the labour-management decision," with the



Well C.J.! It looks like they didn't like our proposals

government acting as catalyst and the ultimate aim being to bolster Canada's international competitiveness, Munro said.

He noted that many businessmen are "defensive" about the program while the Canadian Labour Congress (CLC), since the introduction of price and wage controls in October 1975, has withdrawn its representatives to the tripartite Labour Relations Council. Prior to that withdrawal the Council, comprising labour, management and government, had functioned for one and a half years with considerable success. It reached a consensus of opinion to set up an "objective" collective bargaining information centre; to upgrade the arbitration process in federal industries and to establish a Canadian centre for occupational health and safety.

The latter consensus was translated into reality with parliamentary passage in May of Bill C-35. It is now up to labour and management, who will jointly form the majority in the Canadian Occupational Health and Safety Centre, to nominate members to the board of directors. Meanwhile, legislation has been drawn up for the establishment of the Collective Bargaining Information Centre because "I want to be ready with the legal framework as soon as labour and management advise me it's time to move ahead," Munro said.

The government is moving on several other fronts to pave the way for a labour-management decision, Munro said, noting in particular industrial commissions of inquiry on conditions in various industries; on multi-lateral trade talks in Geneva and on some specific issues such as educational leave for workers, industrial layoffs and prospects for wider-based bargaining in federal industries.

"There must be a willingness among businessmen to take responsibility to...demonstrate that the market system can deliver better economic benefits than increasing government intervention"

These commissions, many of which will make recommendations in the fall, are aimed mainly at soliciting the views of both labour and management. "What we are looking for in these task force meetings is a clear definition of the efforts that business and labour will make together to improve industrial co-operation and industrial capacity — in order to get our production up and our costs down, to improve management, to improve labour skills, and identify problems such as barriers to capital investment," Munro said.

"It seems to me we are on the threshold of consultation procedures where business and labour will be able to influence policy before it is made, and where business and labour will be taken into the confidence of ministers and officials who are developing policy recommendations...the threshold of a major breakthrough to consultation at the national level, on an on-going basis," he declared.

Reaction to Munro's statements, whether from businessmen or from the CLC, which fired a salvo from Ottawa, was not very promising. Abrasive and un-constructive language was not uncommon, either, at another panel on trade and investment. It appeared that the logic advocated by the outgoing CMA president — compromise and understanding evolved around national goals — holds less general appeal than vociferous rhetoric and hardline stances. lg

Bill Megalli

New president

The new CMA president, J. Taylor Kennedy, 62, is a self-made man who started his career literally from the lowest possible rung — as a miner in Kirkland Lake, Ontario, working for 55 cents an hour in 1939. The Montreal-born Kennedy had received his master of engineering degree from McGill University a year earlier.

In 1940 he surfaced from Kirkland Lake to join the Canada Cement Co. as plant engineer at its east-end Montreal site. Over the following 18 years he progressed up the corporate ladder through such posts as project engineer; general superintendent; assistant to the president; vice-president and assistant general manager, and finally president and general manager in 1968.

When Canada Cement and Lafarge Canada Ltd. merged in 1970, forming the Canada Cement Lafarge Ltd., he was appointed president and chief executive officer. He retired last year but still retains the post of a director in the company.

In an interview published recently, Kennedy was quoted as saying: "We have to try to convince people that they will have to give up something, on both sides, to keep this country together." He said he has heard all of the criticisms levelled at the CMA as an association of knee-jerk reactionaries and "fat cats" who are opposed to everything, "but I think for the most part people realize the CMA is trying to do a good job to encourage manufacturing." lg

Canadian unionists in Sweden

Sweden's industrial relations system, based on co-operation rather than confrontation, appeared almost too good to be true for seven Canadian union journalists who made a week-long study tour earlier this year as guests of the Swedish government and the country's two biggest labour centrals.

"It was like a visit to another planet," according to Charles Bauer, director of public relations for the Canadian Labour Congress. "The culture shock was so great we spent much of our free time trying to understand how the Swedes...seem to have created what appears to be an island of sanity and rationality in a mad world."

But he found questioning the Swedes on the subject to be futile: "They found their way of doing things the most natural thing in the world and didn't understand why anyone would rather arrive at solutions by fighting, insulting and hurting each other than by co-operating and working together."

"To visiting foreigners, the Swedish life seems a miracle," was the reaction of Marc Zwelling, editor of *The Miners' Voice*, monthly periodical of the Ontario district of the United Steelworkers of America. And Bonnie Mewdell, director of public relations for the Public Service Alliance of Canada, said a week in Sweden was all the time needed to understand "why some people regard it as a worker's paradise."

The March visit was sponsored by the Swedish government, the two-million member Confederation of Trade Unions (LO), and the one-million member Central Organization of Salaried Employees (TCO). Other union journalists on the tour were Norm Simon of the Canadian Union of Public Employees, Bob Douglas of the Brotherhood of Airline and Steamship Clerks, Pat Kerr of the International Woodworkers of America, and Jean-Marc Carle of the USWA.

Bauer summed up the reaction of all seven in a recent issue of the CLC's quarterly magazine, *Canadian Labour*: "Time after time we found that we from North America spoke a different language from that of the Swedes, even though we all spoke English."

"The Swedes seem to have created what appears to be an island of sanity and rationality in a mad world"

Mewdell was struck by the "acceptance and respect" management held for workers and their unions. "Swedish employers regard consultation with unions as normal and even essential before taking any major decisions affecting the workplace," she wrote in the May issue of the PSAC's monthly *Argus-Journal*.

Close to 94 per cent of blue-collar workers and more than 80 per cent of white-collar employees are organized, she noted. She found that percentage remarkable "given that membership in Swedish trade unions is voluntary" with no form of union shop, closed shop or even Rand formula.

Consultation pervades the system, she observed: "Not only is consultation between union and management a regular part of the country's social and economic planning at the national level, it is also a normal feature of every workplace. The Swedish system is the result of mutual trust that has been built up through years of social democracy.

"Joint union-management committees meet regularly to make decisions on matters ranging from safety and health to on-the-job training and worker education.

"Through employee involvement, quality-of-working-life improvements — only at the talking stage in Canada — are real and effective in Sweden. A new law on employee participation in decision making requires an employer to negotiate with unions on any plans for major changes. Employees can even forbid an employer from bringing in an outside contractor in certain cases."

The Canadians found the same story of co-operation based on mutual trust wherever they visited — labour schools, union offices, construction sites, a logging camp, a pulp mill and the Volvo plant in Kalmar. At the Bruk pulp mill in Mönsteraos for example, both union and management said the consultation system was the reason there had been only one strike and one official grievance in the plant's 20-year history. When the Canadians asked Evert Carlhamn, the plant manager, whether he wouldn't rather operate without a union, he replied: "But how else could I consult with the 400 employees?"

Zwelling says Swedish workers

have had to give up some rights in exchange for a "real say" in the workplace. "Compared with Canada, Swedish workers are docile," he wrote in the April issue of *The Miner's Voice*. "The unions fight less about work rules, bidding rights for jobs, classifications and other contract language that equals job security. With virtually full employment and generous money for re-training, Swedish workers don't fear layoffs. Unions don't usually oppose technological changes, even if they'll wipe out jobs." He also found wage grades much more compressed than in Canada, with only four or five steps between the lowest and the highest paying jobs in most workplaces.

He was also impressed by the effectiveness of the bargaining system. LO and the employer counterpart (SAF), write a basic contract "every year or so" on wages and labour costs. Next, industry by industry, unions and employers adapt the LO-SAF deal

"We from North America spoke a different language from that of the Swedes, even though we all spoke English"

to their own sectors, covering all the steel companies, for instance, or every hospital, mine or foundry. "There is also plant-by-plant bargaining by local union chapters (called 'clubs') that write ground-rules for their own workplaces," he explains. "After LO and SAF agree, the big white-collar employees' federation, TCO, bargains for salaried employees, supervisors and service industry workers. Teachers, professionals and self-employed people represented in the 150,000-member SACO/SR also negotiate for the entire country at once.

"Because bargaining is industry-wide, Swedes consider strikes (or lockouts) almost unthinkable," Zwelling says. "The injury to workers, the economy and the public would be too great. After the industry pattern is set, strikes...on local issues aren't lawful unless the union headquarters approves. But workers don't ratify the industry agreements." Zwelling quotes a union official: "How could you have a small group going on strike and upsetting a national settlement?"

In the light of the frequently strained relationships in Canada between the federal government and several of its employee organizations, Mewdell was impressed by the fact that Swedish public service employees take it for granted that government should be a "model" employer. She quoted Bertil Axelsson, ombudsman for a Swedish public service union, as admitting that some problems exist at the local level and criticizing a museum director who "knows a lot about Rembrandt but not much about labour laws." But these difficulties, she found, were the exception. lg

Roy LaBerge

Some lessons from Sweden

During the past seven years, almost every major industrial enterprise in Sweden has tried out new work forms and routines to increase worker participation in decision making. Almost all of them have involved some form of consultative committee that meets regularly in a conference room. What has Sweden learned from their experience? The answers have been summarized succinctly in a paper published in the No. 2, 1977, issue of *Productivity and Technology*. It was prepared by Hans Lindestad, an engineer who observed both successes and failures throughout the period as an official of the Confederation of Swedish Employers. He says the experience gained has been "unequivocal" in its direction:

- "Participation should not be developed as a parallel system to the line organization. Foreign and ambitious words should be avoided as well as intricate arrangements that make participation a special issue, outside the framework of ordinary work.

- "Participation cannot be imposed on people, either by managers or by legislators. Certain mandatory procedures can be introduced but not know-how or willingness. Compulsion often generates distaste and triggers defence mechanisms.

"The company that establishes the development of participation as a main objective runs a high risk of failure"

- "Participation should be developed within the work organization. Development groups in which the supervisor and his skilled co-workers form a core, and in which experts on, for example, work study provide supportive ideas, and investigatory resources constitute the basic organization for participation. Such a work organization has great development potential.

This looks like a good one love..."pipe-fitter wanted, must have boardroom experience."

• "The company that establishes the development of participation as a main objective [i.e., as a goal in itself] runs a high risk of failure. Instead, the objective should be to achieve a more efficient operation in the broad sense of the term. Procedures for better participation and co-operation are only one of several ways to achieve this objective.

• "By concentrating on central production matters i.e., these that make it possible for the company to exist and for employees to make a living, participation will comprise issues of interest to all, issues which never become absolute. Work environment and work organization are inseparably linked to production matters and should be treated in their natural context.

• "Project groups and similar arrangements are necessary for major development projects. However, they also constitute the most difficult forms of work. Great efforts must be lavished on the organization of project groups to achieve true team work and not merely endless meetings. The use of project groups should be restricted to very important development tasks, to avoid a jungle of committees and groups. Practical vocational know how should always be represented on the project group.

Job rotation is generally a poor solution to the problem of monotonous work

• "Small words and big results are better than the opposite."

Lindestad also summarizes some Swedish experience in coping with problems of worker participation at the shop-floor, rather than at boardroom level. Swedish managers found, for instance, that production work may be made more varied by assigning related duties such as machine lubrication and maintenance to the operator.

Job rotation, however, was generally a "poor" solution to the problem of monotonous work. "The best form of variety in work is through a group which forms because the job calls for it," the author says. "This type of 'genuine' work group means there is spontaneous movement by employees to different tasks in the production system. Group work, he adds, "is almost out of the question when workers are unable to see one another during work; when they are unable to make themselves heard owing to noise or unable to leave their machines even for an instant."

Another useful development is the "product shop" — a miniature company within a company: "The shop has extensive resources for technical preparations and production administration, and can operate independently in day-to-day business. It provides a work site in which each worker is able to see, be familiar with, and become involved in the total process of which he or she is a part."

Lindestad also reports that Sweden has formulated four criteria for a "good and effective" production system: co-ordinated independence of small systems, a high degree of stability of the production system, task attractiveness, and, finally, a good production environment. He notes that the physical production environment has acquired increasing importance, and the elimination of accident hazards and health risks is not the only reason: "Environments which are safe and pleasant to work in also contribute to more efficient production." lg

R.L.

Health, fitness and productivity

by Eric W. Banister

This article attempts to present a rationale for the provision of fitness and recreation facilities and programs in the workplace or adjacent areas to improve the physical vigour of employees. The author looks at the current cost to productivity of unfitness and absenteeism, and stresses the importance of preventive action. He examines the effectiveness of rehabilitative programs and describes both positive and negative aspects of company-sponsored fitness policies.

The relationship between health, fitness and productivity has generally been inadequately examined by industry, particularly in North America. Canada has been no exception. Since the total produce of a nation is a substantial determinant of the material quality of life, this is a matter of prime concern to most of us.

The average growth in real gross national product (GNP) per person employed in Canada in the last 20 years has averaged 2.2 per cent. Little change in this index is forecast by some analysts in the next few years.

While recognizing the danger of representing, in the size of the work force, all of the complex factors affecting growth of the GNP it nevertheless remains true that the growth of the labour force in Canada and the U.S.A. has contributed substantially to the overall growth of their respective GNPs in recent years.

The labour force in Canada, fuelled by the postwar baby boom and immigration, grew substantially more in the last two decades than anywhere else in the industrial world. In this period, a superiority of labour force growth over population growth contributed in a major way to the growth in our standard of living.

This abnormal growth seems spent, and since the decline in population growth does not mirror the decline in labour force growth, then, in the absence of productivity increases, an improvement in our material standard of living is likely to slow as inexorably as it grew.

In many ways, life-style habits contributing to ill-health are considerably worse in the Canadian work force than in the adult Canadian population generally

Although this decline, in the immediate years ahead, will be obscured by reachievement of lost economic potential, it is inevitable in the long term.

By choosing the real output per employee in the U.S.A. as a criterion representing 100 per cent productivity we may make national comparisons of the growth in productivity of various countries. Figure 1 shows this comparison for the years 1960 and 1976 respectively. Substantial growth is shown by several countries which were relatively unproductive compared with the U.S.A. in 1960.

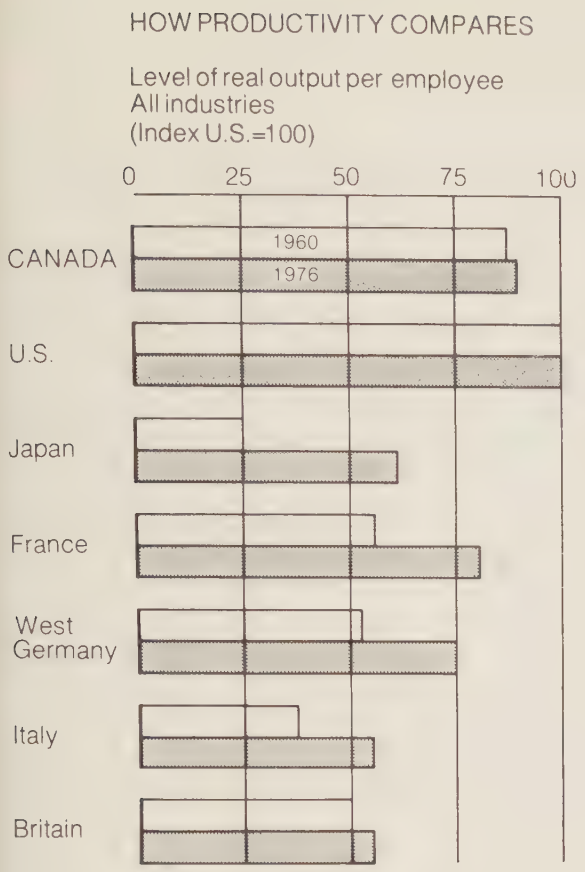
This data may be presented in a different way. If we again take the American worker as the criterion of being 100 per cent productive, then from 1960 onwards relatively less productive workers strive to improve towards the criterion. The time of course of this improvement follows the curve which is shown in Figure 2. This is a curve fitted exactly to the improvement of Japan. If we now consider the curve of improvement of Japan as the criterion expected curve of improvement, then depending on the point of productivity at which they start, each nation, during the course of 16 years, will move along this curve or deviate positively or negatively from it. We would say for each of these countries that they are, on course, accelerated or lagging in their drive toward overtaking and matching the U.S.A.

Interestingly, the curve shown in Figure 2 is remarkably similar to the improvement with training of a particular trait of physical fitness called oxygen uptake. Figure 3 shows this characteristic as it declines with bed rest and is reasserted with training.

Can it be that these curves are related? That improvement or decline in total health and fitness of the worker is reflected in a rise and fall in individual productivity.

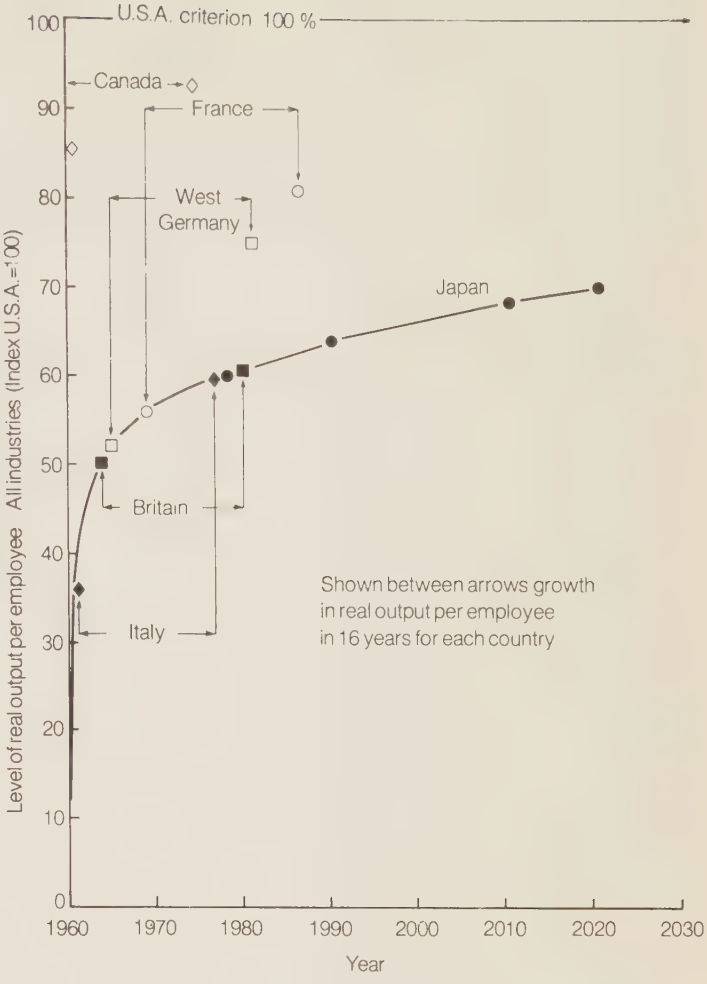
In order to assess the logic of this speculation we should consider the consequence to productivity first of unfitness and casual absenteeism in the work force, secondly of the effect of rehabilitative procedures on sick employees and thirdly of the possible advantages accruing to productivity from

FIGURE 1



Source: Dorothy Walters, based on U.S. D partment of Labor data.

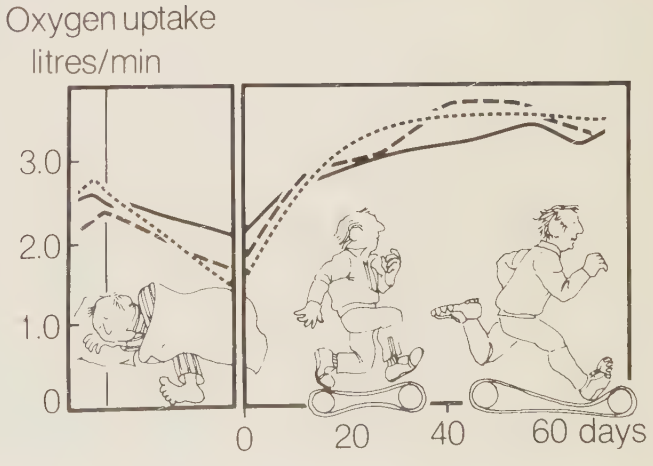
FIGURE 2



positive action to improve the health and fitness of the worker.

Table 1 shows employee absences from morbidity due to various disease states. Arteriosclerotic and degenerative heart disease ranks first on this list in terms of the average severity of the event (98 days). Casual absence (absence due to minor illness or personal reasons) has a low average severity. However, if the total days lost for each category is calculated (Table 2), casual absence accounts for the highest number of days lost and arterio-sclerotic and degenerative heart disease ranks only fifth. The cost of all absences to industry, bearing in mind that their prepon-

FIGURE 3



derance is from casual absenteeism, is staggering. Table 3 shows that days absent cost the Canadian GNP nearly $5.5 billion in 1977. It is estimated that on any one day 530,000 Canadians are absent from work or roughly 5.3 per cent of the work force. Total days lost to industry from absence in 1976 was 93 million days.

In many ways, lifestyle habits contributing to ill-health are considerably worse in the Canadian work force than in the adult Canadian population generally. This may clearly be seen by studying Table 4. Recent categorization of behaviour patterns by Friedman and Rosenman enable us to evaluate the stress factor indicated in Table 4, as it is described by "Type A" or compulsively active behaviour. Table 5 shows those behavioural traits associated with "Type A" activity, and although these characteristics have usually been identified with personnel in management/professional type jobs, it has become increasingly apparent that "Type A" behaviour characterizes the activity of individuals across a broad spectrum of jobs in industry. Figure 4 indicates the incidence of chronic heart disease (CHD) in two subgroups representing "Type A" and its opposite ("Type B", or relaxed, non-compulsive) behaviour. The incidence of CHD is much higher in the "Type A" subgroup.

Stressful events, however incurred, often precipitate undesirable effects. For example, a study of the level of serum cholesterol (a high risk indicator for CHD) in groups of tax and corporate accountants during periods of great stress at their work has suggested a marked congruence between stress periods and raised cholesterol levels. It is apparent therefore that lifestyle habits or effects produced by job situations

...participation in vigorous exercise during leisure time enhances job performance and productivity

exert considerable physical and metabolic effects on us. Exercise often modifies or even eliminates these undesirable traits.

It has been proposed that physical effort in one's work protects against the onset of degenerative cardiovascular disease, though these results have been criticized on the basis that job selection creates a natural bias. However, the intent of our argument is not that job activity protects life but rather that participation in vigorous exercise during leisure time enhances job performance and productivity. Recent literature emphasizes this point. Even heavy activity (if we can find a job that requires this today) affords less protective effect against accepted high CHD risk factors compared with the effect of strenuous activities followed in leisure or free time.

If personal fitness and physical vigour contribute to alertness, there may also be benefits in fit workers accruing through a lowering in the cost of compensable injuries. Table 6 shows compensable injury statistics and their costs in Canada and the United Kingdom in 1974. It is chastening to think that despite a gross population difference between the two countries man-days lost to compensable injury in Canada and Britain are remarkably similar.

Figure 5 shows a continuing disparity between man-days lost to work-related injuries relative to days lost from strikes and lockouts.

TABLE 1

MORBIDITY *
(IN ORDER OF SEVERITY)

	DIAGNOSIS	AVERAGE DAYS LOST PER INCIDENT (1971 – 73)
1.	Arteriosclerotic and Degenerative Heart Disease	98
2.	Arthritis and Rheumatism	61
3.	Gastric Ulcer	53
4.	Diseases of Bones and Joints (includes Degenerative Disc)	51
5.	Occupational Accident and Illness	43
6.	Psychoneuroses and Psychoses	41
6.	Duodenal Ulcer	41
7.	Non–Occupational Accident	39
7.	Diseases of Veins and other diseases of Circulatory System	39
8.	Primary Atypical and Other Unspecified Pneumonias, Pneumonitis	31
9.	Diseases of Buccal Cavity, Oesophagus, Hepatitis, Pancreatitis, etc.	30
10.	All other respiratory diseases (Laryngitis, Sinusitis, URI, etc.)	26
20+.	Casual Absence	(5.4 – 7.6)

* Gibson, E., Martin, R. and Haynes, R. Mortality and Morbidity in a Population at Risk — The Working Male, 1975 (publication pending)

Dominion Foundries and Steel Limited, Hamilton, Ontario

TABLE 2

MORBIDITY*
IN ORDER OF TOTAL DAYS OF ILLNESS

	DIAGNOSIS	DAYS LOST (1973)
1.	Casual absence	33,656
2.	Non–Occupational Accident	17,731
3.	Occupational Accident or Illness	7,351
4.	Diseases of Bones and Joints (includes Degenerative disc disease)	4,297
5.	Arteriosclerotic and Degenerative Heart Disease	3,528
6.	Symptomatic Disease and Diseases (ill defined)	2,506
7.	Psychoneuroses and Psychoses	2,172
8.	Arthritis and Rheumatism	2,109
9.	Diseases of Veins and other Diseases of Circulatory System	1,933
10.	Bronchitis	1,829
11.	Influenzas	1,531
12.	Hernia	1,521
13.	All other Respiratory Diseases (Laryngitis, Sinusitis, URI, Lung Abcess, Bronchiectasis)	1,239
14.	Diseases of Buccal cavity and Esophagus Hepatitis, Pancreatitis, Functional Disorder of Intestine	1,198
15.	Primary Atypical and other unspecified Pneumonias, Pneumonitis	1,146
39.	Malignant Neoplasm of Respiratory System	104
40.	Malignant Neoplasm G. I.	98

* Gibson, E., Martin, R. and Haynes, R. Mortality and Morbidity in a Population at Risk — The Working Male, 1975 (publication pending)

Dominion Foundries and Steel Limited, Hamilton, Ontario

TABLE 3

ABSENCE PROFILE IN CANADIAN INDUSTRY 1977 *

% Cause		%Total time taken in absences of 1 - 3 days	Personnel absence Profile		
Illness	Other		Blue collar / White collar production	Female/Male	Non manager / Manager
80	20	50	Higher / Lower	Higher / Lower	Higher / Lower

* Industrial Relations Centre Report, Queens University 1975

ESTIMATED ABSENTEEISM COSTS IN CANADA 1977 *

Number in Canadian work force	Average Number of days absent	Recoverable days (50% x 9.8 x 12.7)	Average daily wage	Direct recoverable wage costs	Indirect recoverable cost 75% of wage costs	Total absence cost
Millions	Day/Year/Worker	Millions Days	$	$ Millions	$ Millions	$ Millions
9.8	12.7	62	50	3,100	2,325	5,425

* Industrial Health Assistance Ltd. (Toronto)

TABLE 4

ESTIMATES OF SELECTED LIFESTYLE FACTORS
IN THE CANADIAN ADULT POPULATION AND WORK FORCE

(age 15 and over unless otherwise noted)

LIFESTYLE FACTOR	PERCENTAGE ESTIMATES FOR TOTAL ADULT POPULATION	PERCENTAGE ESTIMATES FOR LABOUR FORCE
Alcohol - problem drinkers	2–6%	2–6% (up to 8% in U.S.)
Smoke – regularly	39%	45%

Nutrition – overweight/obesity	"overweight" *		"obesity" **	
	Male	Female	Male	Female
Age 20 – 39	42%	43%	15%	35%
Age 40 – 59	61%	65%	23%	51%

* Nutrition Canada estimated Ponderal Index $\left(\frac{\text{Height (inches)}}{\text{cubic root weight (lbs)}}\right)$; values below 12.5 classified as high risk category ("overweight")

** Skin-fold caliper fat estimation; "obesity" for males 15 + % body fat, females 20 + % body fat

*** Fitness level categories are those recommended by the American Heart Association 1972

ESTIMATES OF SELECTED LIFESTYLE FACTORS
IN THE CANADIAN ADULT POPULATION AND WORK FORCE

(age 15 and over unless otherwise noted)

Physical Activity –leisure time participation level	75 – 79% (less than 1 hour of exercise per week)		77% ("physically inactive")	
–aerobic (endurance) fitness level***	Male	Female	Male	Female
FAIR / LOW	38%	48%	73%	66%
"AVERAGE"	42%	35%	22%	25%
GOOD / HIGH	20%	17%	5%	9%
"Stress" producing significant "strain"	unknown		unknown	

* Nutrition Canada estimated Ponderal Index $\left(\frac{\text{height (inches)}}{\text{cubic root weight (lbs)}}\right)$ values below 12.5 classified as high risk category ("overweight")

** Skin– fold caliper fat estimation; "obesity" for males 15 + % body fat, females 20 + % body fat

*** Fitness level categories are those recommended by the American Heart Association 1972

One initiative for reducing costs due to disability absence in Canada has been taken by the Bell Canada System. Figure 6 shows the effectiveness of an agressive but sympathetic visitation/rehabilitation scheme, instituted in 1950, aimed at reducing severity rate in sick employees. No similar decrease in severity rate during the same years was observed in the Bell System in the U.S.A. where sickness and benefit plans were identical with those at Bell Canada. In the period studied, sickness payments charged to benefit accounts decreased by $7 per $1,000 of company payroll.

In a company the size of Bell Canada, $1 per $1,000 of wage payment is worth $301,000 in direct costs. Calculating the total cost as 2½ times the direct cost, $752,000 would be saved per dolla difference between the years prior to 1950 and those after 1962. This represents a total amount saved in excess of $5 million per year.

One direct effect of introducing fitness and recreational programs in the workplace is to improve the social fabric of life there

A more recent but similar approach is that adopted by Babcock and Wilcox Canada Limited, involving the appointment of an absentee control monitor and the institution of a visiting nurse program.

The savings effected by Babcock and Wilcox during a period of labour shortage when productivity was in jeopardy amounted to approximately $400,000 per year compared with program costs of only about $30,000 per year.

Astronomical increases in the cos of health insurance premiums, which help compensate companies for the direct cost of prolonged employee absences, and disability pension payments, will undoubtedly encourage other companies to think of alternatives General Motors of America, for example, now spends $825 million

TABLE 5

TYPE A BEHAVIOR PATTERN

- Action — Emotion complex
- Engages in a relatively chronic and excessive struggle to obtain an unlimited number of things from the environment in the shortest possible time.
- Accomplishes against the opposing efforts of things or persons
- Never despairs of winning
- Confidently advances to grapple with challenge

TABLE 6

COMPENSABLE INJURY STATISTICS IN CANADA AND THE U.K.

	Year	Compensable Injuries	Deaths	Cost Man-Days Millions	Cost $ Millions
Canada*	1974	1,045,849	1465	15	524
United Kingdom **	1975	—	1328	15	—
BC**	1977	149,653	138	—	127.7

* Chisholm Can. J. Public Health 68: 1977

** HMSO, U.K. Health and Safety Statistics 1975

** Annual Report, Workmen's Compensation Board, B.C. 1977

on employee health schemes. This adds $175 to the cost of each car. Figure 7 shows that the burgeoning cost of health care in Canada, generally, is mirrored, albeit some orders of magnitude lower, by the estimated combined cost of workers' compensation and health insurance premiums of a typical medium-sized Canadian company. How much better would these monies be spent in building facilities and providing programs for developing physical vigour in the work force?

The bottom-line cost of heart disease to industry in the U.S.A. has been estimated to be a crippling $50 billion per year. Backache accounts for another $225 million in direct compensable costs alone from workers' compensation and cost $1 billion per year.

The individual's perception of how hard he or she is working changes in a standard work test as personal fitness levels increase

These data have prompted private firms and government departments to become increasingly concerned about improving employees' physical fitness. Concerted efforts have been made to provide the facility, opportunity and leadership necessary to improve the life-style habits and physical vigour of their human resource. American companies committing large sums of money to such schemes include Phillips Petroleum, North American Rockwell, the National Aeronautics and Space Administration, The Justice Department of the federal Government, Arco, The Chase Manhattan Bank, Exxon, Xerox, General Foods, Texaco, Firestone, Goodyear, Bonne Bell Cosmetics and Long-Temco Vought. More than 300 companies now employ full-time fitness directors and hundreds of others operate some kind of fitness or recreational program.

In Canada, organizations such as Caminco, Imperial Oil, Manufacturers Life, the Bank of Canada and in particular B.C. Telephone are also taking innovative steps in this area.

One direct effect of introducing fitness and recreational programs in the workplace is to improve the social fabric of life there. Congeniality, improved relationships, and individual and group interactions inevitably occur.

The experience of Kochum Mekaniska Verstads AB in Sweden, the world's fifth largest shipbuilding firm exemplifies this. Prior to 1970, company losses totalled $13 million annually, and their annual work force turnover was 50 per cent in an employee total of 5,800. After 1970, however, a number of innovations in the areas of health, recreation and sociability were taken up by management to improve this situation. These included the replacement of one part-time doctor with two doctors, a dentist and a physiotherapist, all full-time, the building of a $5 million recreation

FIGURE 4

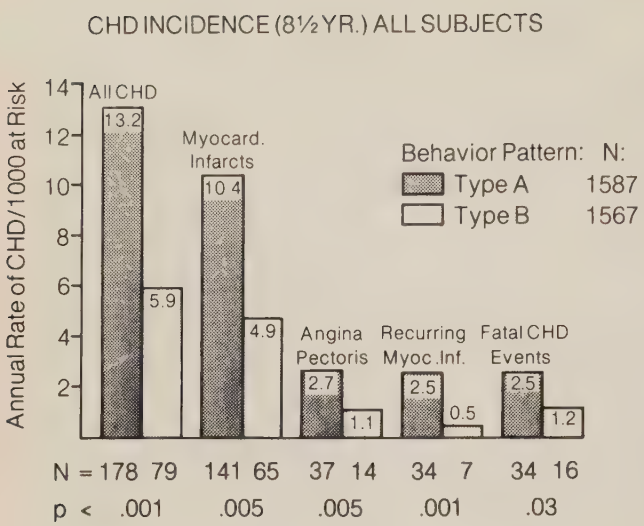


FIGURE 5

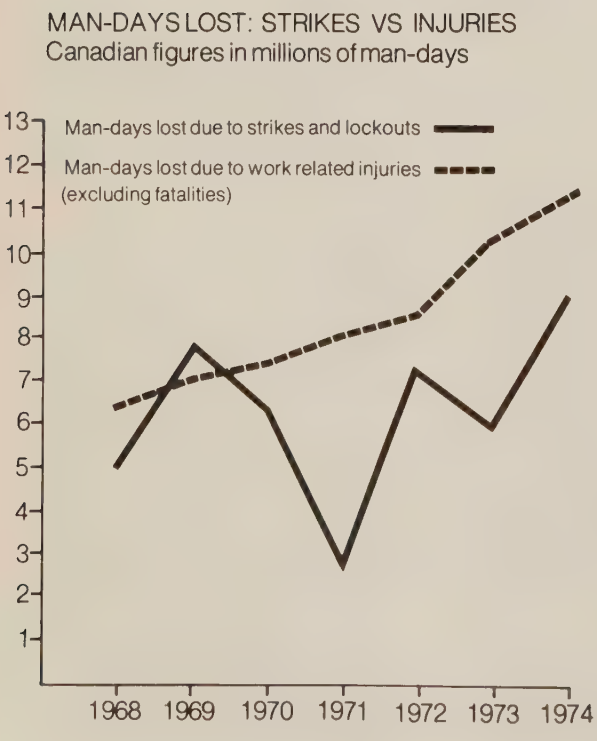

MAN-DAYS LOST: STRIKES VS INJURIES
Canadian figures in millions of man-days
Man-days lost due to strikes and lockouts
Man-days lost due to work related injuries (excluding fatalities)
1968 1969 1970 1971 1972 1973 1974

FIGURE 6

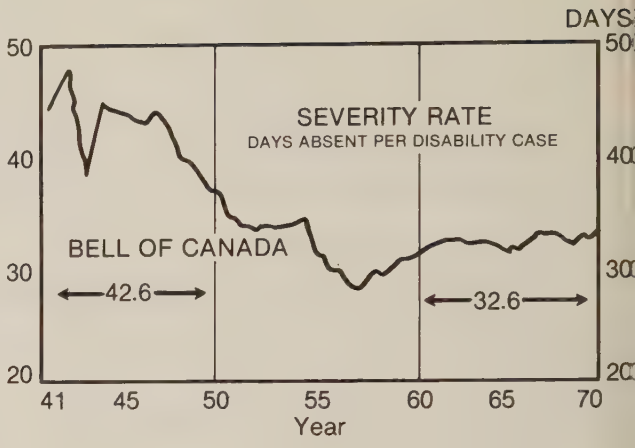
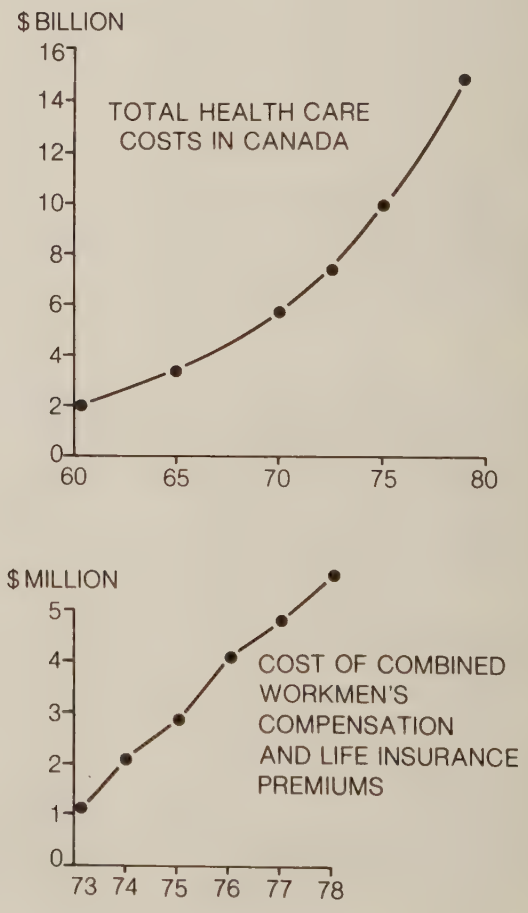


FIGURE 7


$ BILLION
TOTAL HEALTH CARE COSTS IN CANADA
$ MILLION
COST OF COMBINED WORKMEN'S COMPENSATION AND LIFE INSURANCE PREMIUMS

centre for employees and families, and the building of well styled dining rooms, lounges, showers and saunas for groups of workers (40-100).

Moreover, the company recognized that job autonomy was an important determinant of happiness in the workplace. Steps were therefore taken in the area of job autonomy to recognize the identity of work groups, to tie only 10 per cent of the wage structure to productivity, to institute joint blue-collar/white-collar decision-making councils, and finally to institute $25,000 block grants to departments for autonomous use in upgrading local work sites.

Following these changes, profits were made in 1971, doubled in 1972 and increased again in 1973 to more than 15 per cent of total sales revenue.

Beneficial consequences have also accrued to other organizations instituting fitness and recreation programs. A comprehensive study by NASA of 232 of their executive personnel enrolled in their recreational program reported that good adherers (more than 80 per cent attendance) to the program indicated subjectively a much greater beneficial effect on a variety of lifestyle and job related traits than fair (50 per cent attendance) or poor (less than 40 per cent attendance) adherers.

Among these traits were a feeling of better health, greater stamina, weight loss, a more positive work attitude, less stress and tension, improved work performance, increased physical activity beyond the program, improved diet, increased recreation, more adequate sleep and rest and reduced smoking.

Provision for initiative and involvement by employees in every phase of an industrial operation has been described by a variety of terms such as job enrichment, job enlargement, and work enrichment. The challenge presented in this type of work organization invariably requires hard work. Ultimately workers derive greater and greater satisfaction out of doing better than the norm whatever that may be perceived to be. Physical vigour is an obvious asset in such operations, for in group work the strength of an operation is that of its weakest individual link. Profitability in operations arranged in this way in one company stemmed from lowering the ratio of direct to indirect (inspections, paper shuffling, etc.), labour costs from 60-40 to 75-25, reducing turnover from a national average figure of 35 per cent to 10-12 per cent and lowering average absenteeism to only 1.2 per cent compared with national averages of 4 to 5 per cent.

...increased employee participation in relatively vigorous activity is likely to be accompanied by increased sports-related health hazards

The individual's perception of how hard he or she is working changes in a standard work test as personal fitness levels increase. Obviously fatigue, inattention, low productivity and accidents occur more frequently in the unfit worker trying to keep to production schedules than in physically fit employees, especially if the subjective impression of being fatigued is also enhanced in the unfit.

Some 10.2 million adult Canadians engage in exercise ranging from walking, jogging/running to skipping rope. Sixty million adult Americans also engage in similar activities. Some comparisons for 1976 are shown in Table 7. This is an appropriate time to influence the habits of the work force similarly. However, a word of warning needs to be sounded.

TABLE 7

	Canadian (millions)	American
Walking for exercise	7	44
Bicycle riding	2.25	18
Swimming	7	14
Jogging/running	2.5	6.5

It is important to emphasize that increased employee participation in relatively vigorous activity is likely to be accompanied by increased sports-related health hazards. The most common are injuries such as contusions, muscle strains, joint sprains, fractures, abrasions and facial and teeth injuries.

Running consistently causes 60-70 per cent injury rates in participants who run with competitive desire. Although no exact figures are reported for jogging, the incidence rate is probably greatly reduced. In the latter group (i.e. joggers), of course, the rationale behind exercise is always to allow recuperation and freedom from any residual aches and pains to occur between sessions.

Although a medical is desirable *before* an employee becomes involved in company fitness programs, the cost of such a practice would be prohibitive and impracticable. Probably a better approach is to engage fitness program directors who are practical and knowledgeable in the areas of anatomy, athletic injuries, first aid and are trained in exercise physiology and testing. General consultation with a company physician in problem areas, about problem participants and on program aims and aspirations will then normally suffice. lg

Professor Eric Banister is chairman of the department of Kinesiology at Simon Fraser University, Burnaby, B.C.

Major collective bargaining issues in the post-controls period

by William Kelly

As Canada moves into the post-controls period, the burning question is what will happen in negotiations no longer subject to controls, the majority of which will take place, or come to a head, in 1979. The predictions seem to run from a wage "bubble" to a wage "explosion."

It would be desirable in the interests of our economy and the almost one million unemployed if annual wage increases continued their downward trend. I do not think anybody would argue that this would not improve our competitiveness, strengthen our export position, improve balance of payments and generally stimulate the economy, thereby creating more jobs with a concurrent increase in government revenues, and so on. However, I cannot, at this time, see a continuation of this trend, established during the controls period, unless there is a substantial, if not dramatic, downward trend in the Consumer Price Index. I think organized labour will be demanding increases at least to the extent where their dollar has been eroded in the previous year.

While I am not an expert on the experience under United States controls, it is my understanding that when controls were lifted, settlements were made at an above-the-wage-guideline figure, but a lower plateau was established than existed before the controls were imposed. There is reason to believe that this pattern may emerge in Canada and could be the bargaining objective of unions.

I think everyone agrees that the Anti-Inflation Board administered, in Jean-Luc Pepin's words, "rough justice." If union bargainers attempt to correct all the injustices and rollbacks that took place over the past couple of years, then we really are in trouble. Personally, I don't see this happening.

There will be instances, however, where an injustice or a disparity in wage rates has occurred of such significant magnitude that it clamours for attention. I think some of these injustices will have to be corrected even if the percentage wage figure is higher than the going percentage rate of wage increase. This is the difficulty of trying to adhere to guidelines or target indicators. One would have to assume at the outset that all wage rates were equitable. Where anomalies exist, they would be maintained and magnified in the strict application of so-called guidelines.

It would be desirable in the interests of our economy if annual wage increases continued their downward trend...

Where wage anomalies have to be corrected, it is to be hoped that employees in other bargaining units or industries recognize what is taking place, rather than tell their bargainers to go after the same increase as was obtained in such and such a plant or enterprise where an anomaly was corrected. If this happens, we are in trouble. When we enter the post-control era, there could very well be some major strikes or tests of economic strength, and should this happen, the public should understand that strikes are part of our system in a free democratic society.

In addition to wages, two other issues of prime concern will emerge in the so-called post-control era — job security and pensions.

Job security will be a very important issue. We witness today massive layoffs in extraction industries that even the pessimist never contemplated when someone once referred to the Twentieth Century belonging to Canada. People are becoming increasingly concerned about losing their jobs, and in the organized sector they are telling their union leaders that they are entitled to keep their jobs after devoting years of service to a company.

Layoffs can result from technological or organizational change, product obsolescence, domestic or foreign market shifts, production shifts, resource depletion or from lessening of domestic or world demand, brought on by any number of economic forces. The proper functioning of a dynamic and productive industrial society should depend not only on change and innovation, but also on the adaptive mechanisms designed to assist individuals who are affected by those changes.

Aside from legislative protection

and special programs, the parties themselves, through collective bargaining, have developed a number of significant measures to cushion the impact of layoffs and minimize dislocation arising out of technological change or other factors. An analysis of some 3,000 collective agreements covering 2,400,000 workers indicates: 50 per cent of the workers have contractual entitlements to severance pay; 25 per cent have entitlements to training or retraining in the case of technological change; 4 per cent have relocation entitlements in the case of technological change; 21 per cent have wage or employment guarantees in the case of technological change.

When we enter the post-controls era, there could very well be some major strikes or tests of economic strength

About 4 per cent, or 100,000 workers, have provisions requiring up to three months notice of layoff arising out of technological change. Another 60,000 workers are covered by provisions that guarantee between three and six months' notice.

A brief description of two job security programs may illustrate the practical application of various employee protection concepts: the railways and the St. Lawrence River ports' longshoremen.

In 1962, the railways and non-operating and shopcraft unions reached agreement on the establishment by the companies of a fund that would provide for a job security program. The Canadian National and Canadian Pacific funds were to be supported by a one-cent-per-hour contribution.

In 1964, the actual collective agreement was signed specifying

If union bargainers try to collect all the injustices and rollbacks that took place over the past couple of years, then we really are in trouble

the benefits payable. The provisions and levels of benefits of the original program have been extended over the years, and special provisions incorporated in cases of technological, operational and organizational change. These are the principal terms of the job-security agreement:

- a weekly layoff benefit of up to 80 per cent of basic salary, up to 5 years (after 30 years' service) depending on credits built up by years of service;
- a lump sum severance payment upon resignation;
- 80 per cent of salary while training for another position;
- relocation expenses, including door-to-door moving costs and up to $3,000 for loss on sale of house;
- extra provisions for laid-off employees with 20 or more years of service;
- special provisions governing technological, operational and organizational changes, such as advance notice to negotiate on certain issues, maintenance of basic rates, and early retirement allowances.

The railway running trades' agreements are similar in thrust, with the exception that they call for specific notice, following which an agreement is negotiated. Negotiable items include appropriate timing, appropriate phasing, hours of duty, work distribution, adequate accommodation, seniority arrangements, layoff benefits, severance pay, maintenance of basic rates and a number of other issues. The job security provisions were improved during the round of recently completed negotiations.

The second example covers longshoremen employed in the St. Lawrence ports of Montreal, Quebec and Trois-Rivières and goes back eleven years. Technological improvements in cargo handling, such as containerization, had led to productivity gains and changing manpower requirements. There was a move away from the traditional casual labour system, and employers sought to gain more direct control over manpower deployment. Faced with this situation, longshoremen began seeking job security and other adjustment programs to protect their livelihood.

As a result of strikes at the St. Lawrence River ports, an industrial inquiry commission was established in June, 1966, to examine the manpower problems. Flowing from this commission, a recommendation was made for guaranteed job security on a weekly basis during the 37-week shipping season in the Port of Montreal. Longshoremen employed at Trois-Rivières and Quebec and shipliners at Montreal were guaranteed

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Well, Bestwick, we've both benefited from this wage bargaining. Now I know why you want more, and you know why I can't give it."

a total number of hours on a seasonal basis. The fund to support this guarantee was to be financed by a cargo tonnage levy. The recommendations of the industrial inquiry commission were incorporated into the collective agreements in 1967.

The job-security guarantee evolved to become a weekly guarantee during the shipping season for all longshoremen employed at the three ports. This weekly guarantee proved too costly for the Maritime Employers Association and they sought to have it amended during the 1975 negotiations.

Some unions believe that existing pension plans are being managed in the interests of the employers rather than of the employees

A subsequent report of Conciliation Commissioner Judge Alan B. Gold of Montreal recommended a change to a seasonal guarantee with provisions for weekly wage payments, in advance when necessary. The seasonal guarantee period varied — 1,600 hours in Montreal, 1,400 hours in Quebec and 1,200 hours in Trois-Rivières. Judge Gold's recommendations were subsequently incorporated in a legislated settlement governing the ports for a three-year period, commencing January 1, 1975.

In the context of the present high level of unemployment and increasing concern for job security, I would anticipate growing union pressure for mechanisms to protect workers' interests. One could expect such demands as limits on, and higher premiums for, overtime worked; restrictions on contracting-out; provisions for early retirement, and schemes for security of employment.

The matter of pensions is the second major issue I would see arising in the post-controls period. Currently there is considerable discussion of the question of pension adequacy, both with respect to government and private plans. This matter has received particular attention because recent high rates of inflation have seriously eroded the real value of pensions and highlighted the need to protect future pensions.

With increasing concern expressed by pensioners that their interests are not being adequately represented at the bargaining table, some retirees advocate changes in labour legislation to clarify the role of former employees in the collective bargaining process. Some retired persons suggest that there is a need to require unions to bargain on behalf of former members of the bargaining unit.

In a recent landmark case, the British Columbia Labour Relations Board ruled that a union has the right to bargain on pension benefits for its retired members. At the same time, the board said the B.C. Labour Code does not prevent an employer from refusing to discuss the point. As a result of this, however, the union would be able to strike in pursuit of improved pension benefits for retirees.

The decision developed out of an application by the Canadian Paperworkers' Union for a ruling that the Pulp and Paper Industrial Relations Bureau, representing a number of employers, had bargained in bad faith by refusing to discuss improved pensions for retired workers. The board dismissed the complaint, but ruled that the union had the right to bargain on the issue. At the board hearing, evidence was provided by the CPU that the practice of bargaining on behalf of retirees is widespread in North America.

Public reaction to the indexation of public service pension plans, including those granted to judges and Members of Parliament, has generated considerable debate

Public reaction to indexation of public service pension plans, including those granted to judges and Members of Parliament, has generated considerable debate. While some groups take the position that the country cannot afford indexation, others question the adequacy and administration of private pension plans.

There are demands in some quarters that the federal government take over all pension plans, a measure that would provide more portability and, in the minds of many, higher levels of benefit, including indexation.

Related to this concern over private pension administration is the belief, among some unions, that existing pension funds are being managed in the interests of the employers rather than of the employees. For example, some unions believe that pension funds should be devoted to low-interest mortgages for plan members. Depending upon the needs and interests of plan members, this view may or may not be supported as it would affect the return on and security of the fund.

As a result of growing employee and pensioner interest in pension fund management, increasing interest is being shown in union-management trusteeship of pensions funds. There is every indication that we will be hearing plenty about pensions across the bargaining table in the post-control era. lg

William Kelly is assistant deputy minister, Canada Department of Labour.

Toward a shorter work week

by Paulette Bourgeois

When labour and government get together on the unemployment question, labour invariably brings up the shortened work week as the panacea.

In an article in the AFL-CIO *American Federationist,* John Zalusky points out that labour's cry for a shorter work week, earlier retirement and more time off the job with pay stems from the necessity to provide job security. "If we currently worked 70 to 75 hours per week without vacations, holidays and early retirement, the unemployment rate would be near half the work force," writes Zalusky. "The effect would be a working elite with high incomes and the other half on unemployment and welfare, supported by those working."

Zalusky, an economist with the AFL-CIOs department of research, is not alone; the newly-formed union group, the All Unions Committee to Shorten the Work Week, has the support of such powerful unions as the United Auto Workers and the United Steelworkers in its campaign to "create jobs by reducing the hours of labour." Organizer Frank Runnels, president of the UAW's 10,000-member Cadillac Local 22 in Detroit, doesn't expect an overnight change in the work week but the move toward a shorter week is on its way.

Scheduled work days have remained relatively steady, in the past few decades, but scheduled hours of work have been decreasing across the country. Data from the Bureau of Labor Statistics (BLS) in the U.S. show that non-agricultural wage and salary workers worked 41.1 hours per week in 1948, while they now put in 38.2 hours. In 1948, however, 26.6 per cent of workers were on the job 41 to 48 hours each week; by 1976 this had dropped to 10.9 per cent. Thus more workers are working shorter work weeks today (in terms of hours) although 45.5 per cent of all workers still have a 40-hour week.

Unless they are single and look for long weekends, workers have expressed "little interest" in working longer hours spread over fewer days

Zalusky points out scheduled work weeks of less than 40 hours are growing slowly but steadily in labour contracts — the printing and construction trades and some service employees have negotiated contracts with a 35-hour week. But there are still few situations where the *compressed* work week has been negotiated, he says.* Unless they are single and look for long weekends, workers have expressed "little interest" in the idea of working longer hours spread over fewer days, writes Zalusky. What the "postwar baby boom" generation of workers wants is more time for leisure and less time at work.

*A 1974 BLS study of days of work reported that only 2 per cent of the U.S. work force worked less than five days a week and only 10 per cent of this group worked 10 hours a day.

Members of the United Auto Workers (UAW) are already moving quickly toward a compressed work week with *no* increase in daily hours of work. In late 1976, the auto workers negotiated into their contract a unique holiday scheme called Paid Personal Holidays, which has given five personal holidays a year to all auto workers with at least one year seniority. This figure will be raised to seven holidays next year, and the union hopes to keep increasing the number of paid holidays until it achieves a four-day work week.

"The four-day work week is inevitable," said UAW president Douglas Fraser in a *Business Week* interview, "the only question is how fast do we get there." If the UAW does win a compressed work week by the 1980s, other unions are bound to follow their lead. But *Business Week* says that unless the change is legislated, it will take years to spread to other industries through collective bargaining.

According to the UAW, the main problem with personal holidays is devising a schedule of days off for 700,000 auto workers that enables the car companies to continue operating assembly plants at least two shifts a day, five days a week. The holidays must be scheduled so they do not aggravate manpower shortages in the peak summer months when most workers take regular holidays.

Arthur W. Hanlon, Ford's manager of union relations, told *Business Week* that, "the single most

difficult challenge was to set up a schedule which balanced the work force, especially the skilled-trades class, and the number of Mondays and Fridays everybody got."

Many unions remain skeptical about whether the auto companies will hire new workers to replace those on holiday, or merely schedule a lot of overtime. But the agreement establishing the program states it should provide additional job opportunities. And, although it is still too early to tell, managers seem to feel the holidays are lowering high rates of absenteeism.

According to a study by Richard Hartman and Mark Weaver published in *Human Resource Management,* the four-day work week increases production, decreases absenteeism, and improves employee satisfaction. They studied 400 of the 700 U.S. companies that have opted for a compressed work week with longer work days. A significant number of the firms experienced a positive effect on their productivity. In the manufacturing sector, which was the largest group studied, fewer start-up times was a major reason cited in the improvement. The authors suggest there was less absenteeism than in a five-day week because more pay is lost when workers miss one day of a four-day week.

Many unions remain skeptical about whether the companies will hire new workers to replace those on holiday, or merely schedule a lot of overtime

According to the researchers, a major reason that an increasing number of firms are either adopting or considering alternati work weeks is employee satisfac tion with the conversion. An increasing desire for more days away from the workplace could result in significant social impact and changes in consumption patterns, say Hartman and Weave

The 1970s trend was for workers upgrade their standards of living through increased consumption rather than through more leisure time. But as *Business Week* suggests, the reverse may be true in the next decade. Unemployment, inflation and a greater concern for the quality of work lif may force us into the shorter wor week. lg

"I'm all for the four-day work week - that means we can't be called bums on the fifth day."

IPMA conference

Managing people in a period of restraint

by Eileen L. Cameron

Over 400 enthusiastic public personnel administrators and managers from across Canada converged on Ottawa's Chateau Laurier from May 24-26 for the International Personnel Management Association (IPMA) — Canadian Region's annual conference. The public personnel community, which includes those who work for the government at the federal, provincial or municipal level or for such publicly supported institutions as universities, hospitals, school boards, and so on, took full advantage of the sessions to enlarge and enhance their knowledge of the personnel field.

It was very much a no-frills, working conference and the delegates were kept on the hop attending breakfast sessions, panel discussions, concurrent workshops, audio-visual presentations, exhibits, luncheon lectures and even an exercise break. In short, there was something for everyone.

It was also an historic conference as well in that it saw the adoption of a new constitution which changed the name as well as the direction of the association. As of June 1, the International Personnel Management Association — Canadian Region officially became the Canadian Public Personnel Management Association (CPPMA). Although the new association will place more emphasis on the needs and concerns of the Canadian public personnel community, it will still maintain its affiliation and strong relationship with the American-based International Association.

Established ten years ago, the IPMA-Canadian Region was one of five Regions in North America. It grouped together all six Canadian Chapters and had the same relationship and status as the four U.S. Regions.

The new association will soon establish a national office and an Executive Director in Ottawa.

The theme of the conference, "Focus on the '80s" might well have been subtitled "Making Do With What You've Got" as each speaker took pains to point out that fiscal restraints were here to stay and would probably become even more stringent in the 1980s.

...the general public is ambivalent about strikes. "If they are in the private sector, that's OK. But if they are in the public sector...the public gets very upset"

Although most of the speakers and panelists prophesied a rough road ahead for personnel managers, they also saw it as presenting the challenge of a lifetime.

Speaking as a member of the panel on "The Strike, Is There an Alternative?" Tom Eberlee, federal deputy minister of labour, stated flatly that unions and management would have to become more aware of the realities of Canada's economic health. He argued that if Canada were going to remain productive, an alternative must be found to strikes. However he tended to downplay the effect of strikes and maintained that the published facts were overly exaggerated. He stressed that strike statistics could be misleading because the economic impact of strikes was hard to assess, at which point panel member Grace Hartman was seen to nod her head in vigorous agreement!

Eberlee went on to say that the right to strike was a fetish and that unions and management should try a variety of approaches such as mediation, arbitration, single-team bargaining, and so on. He went on to mention a few alternative methods which had been found effective in other countries, and he stressed the need to:

- "provide unions and their members with much more opportunity to understand fully the realities and the finiteness of Canada's economic possibilities;

- "give them a substantial sense of responsibility for Canada's economic health, along with new opportunities to exercise that responsibility;

- "give labour and management support of various kinds that will lead to rational decisions;

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• "promote for employees much more opportunity to participate meaningfully in shaping their economic destinies in their places of employment;

• "eliminate certain nagging injustices at the workplace and in employer-employee and union-management relationships...that are chronic generators of undue conflict;

• "guarantee healthier and safer working environments through the identification and vigorous elimination or control of hazardous situations."

Grace Hartman, the Canadian Union of Public Employees' (CUPE) forceful president, denied the existence of reasonable alternatives to strikes. "Strikes are a natural result of the collective bargaining system and as such are a part of our economic structure," she said. "Every time there is a strike in the public sector you hear all the time-worn formulas for alternatives trotted out, but after reviewing them, the old system doesn't seem so bad." As for trying to impose a foreign labour relations system on Canada as suggested, she said it would prove disastrous because Canada's labour problems are unique.

"Restraints will continue to grow and we will face a period of much slower growth"

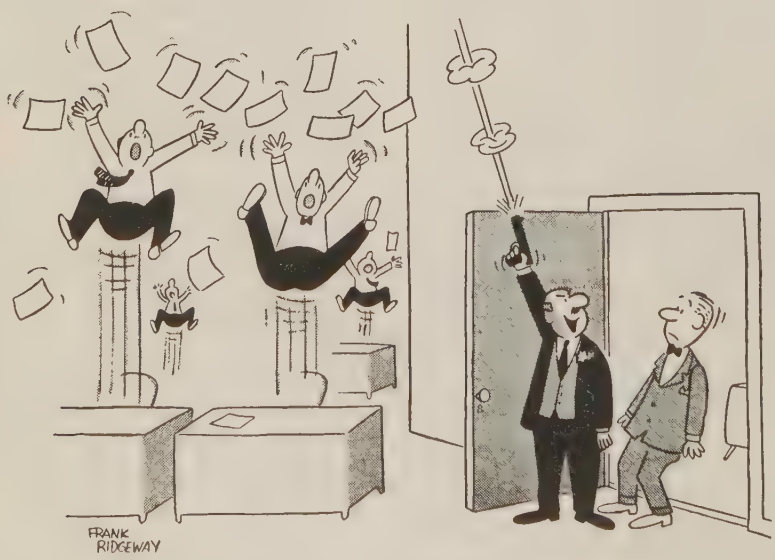
The third member of the panel, freelance labour relations consultant Eleanor Dunn, noted that there was a growing public sentiment against strikes and she felt this was a reflection of the conservative trend now so prevalent in the country. She went on to say that the general public is ambivalent about strikes. "If they are in the private sector, that's OK. But if they are in the public sector and they interfere with say the delivery of a pension cheque, then the public gets very upset," she said. She agreed with Grace Hartman that the right to strike was necessary and said that in her opinion collective bargaining was still the best system available. She suggested though that a lot of problems could be solved if there were better communication between management and labour. "There is a general lack of understanding all round and this is where the role of the personnel manager could be improved," she said. She added that the next election will capitalize on the public's misconception of the public servant and that union demands would have to be scaled down in the public sector.

Another interesting panel discussion and one in which the panelists were in complete agreement, was on the subject of the public sector in a period of restraint. The panelists were unanimous in predicting a rather bleak future for the 1980s — especially for public servants.

The delegates were told by Bill Jackson of the Government of Manitoba Employees' Association that union leaders as well were in for a tough time ahead. It was his opinion that the most important task would be not to get higher wages for the workers, but to save their jobs for them.

Dian Cohen, well-known Montreal economist and writer also predicted that government employees would have to fight to keep their jobs and their bargaining rights during the next decade. She warned that the period of fat-cat unrestrained growth was over. "Restraints will continue to grow and we will face a period of much slower growth," she predicted. She added that public servants would have to provide better quality service rather than more service.

The third panelist, Victor Young, Secretary of the Treasury Board of the Government of Newfoundland was even gloomier. He prophesied that all new governments, no



"Helps to keep them on their toes!"

matter what their political stripe would indulge in civil service cutbacks and restraints. He said there would be a push to set wages below those in the private sector, adding that personnel spending was going to have a very low priority in the civil service. He concluded by saying that the new decade would present the challenge of a lifetime for personnel managers. It would be an era of self-imposed financial discipline in which both labour and management would be under great strain and forced to face the toughest, most realistic collective bargaining yet. He called upon the delegates to rise to the occasion. He appealed to them to make the best of things, to try to understand the need for restraint and put the necessary mechanisms into effect.

A lively question-answer period followed in which one of the delegates asked quite reasonably how civil servants could be expected to cope when the general public demanded, and politicians promised, more and better services and programs but they (the civil servants) were not going to be given either the money or the staff to implement these services.

Brought in to perform some informed crystal-gazing on the trends and developments in personnel management in the 1980s, both Dr. Jean-Marie Toulouse, social psychologist and Director of Research at the University of Montreal's École des hautes études commerciales, and Dr. Edward Lawler, Professor of Psychology and Director of the Survey Research Centre, Institute of Social Research, University of Michigan, had some interesting predictions on what lies ahead for those in the personnel field. Although they discussed the subject in different terms and approached the topic from divergent angles, both Toulouse and Lawler left no doubt that the name of the game was going to be job enrichment.

According to Toulouse, people have begun to realize that working should be a satisfying experience and this concern for the quality of their working life would become even more evident. To underscore his point, he predicted that businesses in the future may even be called upon to issue a *social* as well as a financial statement at year's end. He saw a trend toward more worker participation in management and away from the traditional bureaucratic type of organization. He decried the lack of human resource assessment and stated that manpower planning was the weakest spot in personnel management.

...union officials..."will be required to use management skills in the future, and this will not be easy..."

The planning of human resources and quality of working life were also very much on Lawler's mind as he predicted that workers were definitely going to demand a greater share of the action. "They are better educated, have higher expectations and are more self-oriented," he said. He also added that workers were going to demand more choice in how they were treated. He projected that fringe benefits would take the form of less rigid working conditions such as more flexible hours and place of work, shared work, part-time work and lump salary increases.

But where does all this leave the personnel managers of the future? Are they going to be able to cope with a work force which is so diverse, a work force in which there will be more young people, more women, all better educated and all expecting more job satisfaction than ever before? Well, according to Drs. Toulouse and Lawler, personnel managers in the future will need to be better qualified and more innovative and will also need greater administrative skills. They were also advised to become more involved and have more to say in the overall design of the management structure if possible. The inference was that if they took part in the decision-making process of their organizations they could act instead of react to new situations.

Lawler expressed the opinion that we would see an end to the traditional roles played by unions. There would be more co-operation between unions and management and unions would become more involved in decision-making. He warned that this might make some union officials feel threatened. "They will be required to use *management* skills in the future, and this will not be easy because most unionists have been trained in the adversary role," he said. lg

Punch-Rothco

"Get this right, Bostock. With the return of free collective bargaining, you'll get paid no more than you're worth."

Labour legislation in Canada, 1977

Part 3: Occupational safety and health

by Michel Gauvin

During 1977, various changes were made across the country to the occupational safety and health legislation. Among these changes, Saskatchewan passed the Occupational Health and Safety Act, 1977, Manitoba put into force its Workplace Safety and Health Act, and British Columbia revised its regulations dealing with industrial health and safety issued under the Workers' Compensation Act.

General safety and health

Saskatchewan passed a new Act, the Occupational Health and Safety Act, 1977, which came into force on October 29, 1977. This Act replaced the Mines Regulation Act and the Occupational Health Act, 1972.

The Occupational Health and Safety Division established by the former legislation continues without substantial change in its duties. However, its powers have been broadened somewhat — it can now provide services to assist self-employed persons and occupational health committees, and it can encourage or conduct educational programs which include seminars and courses of training. Also, a new provision gives it limited authority to make grants, subject to regulation by the Lieutenant-Governor in Council.

The Occupational Health Council provided in the Occupational Health Act, 1972, continues as the Occupational Health and Safety Council.

The new Occupational Health and Safety Act, 1977, includes a provision which gives an occupational health officer authority to issue an official "notice of contravention" when violations of the Act or regulations occur. It sets forth the conditions under which such notices may be issued and prescribes their contents with respect to correcting contraventions within a given period of time, depending on the degree of hazard created by the contravention.

The 1972 Act was silent about procedures for identifying violations of the Act or regulations and securing compliance, other than by prosecution. The Minister of Labour was given certain authority to issue orders when he believed a risk of injury or ill-health existed, but this was an inappropriate mechanism for securing timely corrections to prevent such risks from arising. The new legislative approach outlined above is comparable to what is already done in most Canadian jurisdictions.

If any information is needed by the Occupational Health and Safety Division to perform its duties and exercise its powers, the Division's director may order anyone to give him or her whatever information he or she requires within a time frame which he or she may specify.

As in the 1972 Act, the 1977 Act requires an occupational health committee to be established at every place of employment having ten or more workers.

The legislation dealing with a worker's right to refuse dangerous work is substantially the same as the provisions that existed before under the Labour Standards Act, 1969, following amendments made in 1973.

The new Act allows a worker to refuse to do any task or series of tasks at work which he has reasonable grounds to believe are unusually dangerous to his own, anyone else's, health or safety. He may do this until sufficient steps have been taken to satisfy him otherwise, or until the occupational health committee or an occupational health officer has investigated the matter and advised him that there is no unusual danger.

No discriminatory action may be taken against any worker because he has exercised the right to refuse an unusually dangerous task. Where discriminatory action is taken against a worker who has exercised this right, there is a presumption in favour of the worker that the discriminatory action was taken for that reason, and the onus is upon the employer to establish that the worker was discriminated against for good and sufficient other reason.

Notwithstanding any provision of the Act, the worker may be temporarily assigned to alternative work

at the same pay until the matter (refusal to do unusually dangerous tasks) is resolved and this does not constitute discriminatory action.

Where an employer is convicted of taking discriminatory action against a worker contrary to any provision of the Act, the convicting provincial magistrate must order:

1) the employer to cease the discriminatory action and to reinstate the worker to his former employment under the same terms and conditions as before;

2) the employer to pay the worker any wages he would have earned had he not been wrongfully discriminated against; and

3) the removal of any reprimand or other reference to the matter in the employer's records on the worker.

Where the director of the Occupational Health and Safety Division is advised by the chief occupational medical officer that a worker has been over-exposed to a harmful substance and that temporary removal from the hazard will enable the worker to resume his usual work, the director may order the employer to provide, without loss of pay to the worker, temporary alternative work which he considers suitable, for a period of time which he may specify.

Offences are specifically stated in the Act and differing penalties are established according to the seriousness of the offence.

Where an individual is convicted of an offence under the Act, the convicting provincial magistrate may, in addition to imposing a fine, order the convicted person to be imprisoned for up to two years.

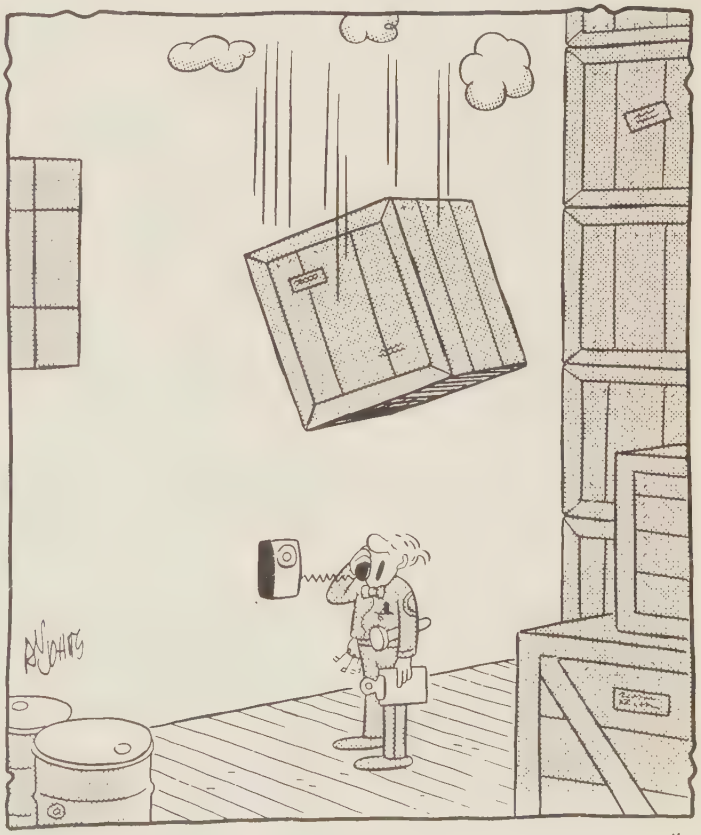
Where a corporation has committed an offence against the Act, an officer, director, manager or agent of the corporation who directed, authorized or participated in the commission of the offence is liable on summary conviction to the penalties applicable to individuals under the Act, whether or not the corporation has been prosecuted.

British Columbia adopted new Industrial Health and Safety Regulations under the Workers' Compensation Act. Effective January 1, 1978, they replace the Accident Prevention Regulations and the regulations dealing with compressed air and submarine diving.

Extensive revisions and additions have been made to the regulations. They are the result of more than three years of preparation by the Workers' Compensation Board's Accident Prevention and Industrial Hygiene Departments, in co-operation with management and labour.

Many sections of the regulations have undergone major revision and the following are new:

- Accident reports and investigations
- Underwater diving
- Health hazards and work environment controls
- Metal cleaning, abrasive blasting, chemical treating, plating and similar operations
- Garages and vehicle repair shops



" NIGHT WATCHMAN SPURGEON CHECKING OUT "

- Aircraft operations
- Asbestos
- Operations involving lead and lead compounds
- Plastics and resins
- Work in compressed air
- Laboratories

The following sections are not new but have been rewritten or revised extensively:

- Welding, burning and soldering
- Underground workings
- Control of rock dust
- Logging

The new regulations stipulate that no person may carry out or cause to be carried out any work process or may operate or cause to be operated any tool, appliance or equipment when it is reasonably foreseeable that to do so would create an imminent danger to his health or safety or to that of any other worker. An "imminent danger" is defined as a danger which is not normal for a particular occupation, or a danger under which a person engaged in that occupation would not normally carry out his work.

In **Manitoba,** the Workplace Safety and Health Act described in last year's article (L.G., July 1977, p.321) became effective on September 1, 1977, by virtue of a proclamation. A new Workplace Safety and Health Division has been established within the Department of Labour to implement the Act.

Several regulations which were formerly under the Employment Safety Act, the Workers' Compensation Act or the Public Health Act have been reissued under the Workplace Safety and Health Act. They relate to

- the proper protection against injury of workers in workplaces, and the protection of other persons from risks to their safety or health arising out of activities in workplaces;
- derricks, cranes and other hoisting equipment;
- spray painting in workplaces;
- first aid requirements;
- the protection of persons engaged in any industrial process, particularly processes involving the use or manufacture of lead or benzol;
- workers employed in certain industries in which fibrosis (including silicosis) may be contracted;
- sanitary and hygienic welfare.

New regulations have been issued under the Manitoba Workplace Safety and Health Act and under the **Alberta** Occupational Health and Safety Act designating work sites where occupational safety and health committees must be established. In both provinces, regulations have also been adopted relating to the composition and functioning of the committees. In Manitoba, the organization, concerns and procedures of workplace safety and health committees must accord with the principles described in the appropriate Code of Practice published and amended from time to time in the *Manitoba Gazette*.

On December 21, 1976, **Nova Scotia** approved Occupational Health Regulations under the Health Act; these regulations have been adopted under five other ac — the Industrial Safety Act, the Construction Safety Act, the Coa Mines Regulation Act, the Metall ferous Mines and Quarries Regul tion Act and the Mineral Resources Act.

The regulations apply to any undertaking in which one or more persons are employed and to all occupational groups.

Provisions are made for the enforcement of the regulations including the appointment of inspection officers.

According to the regulations, the Occupational Health Standards relating to gases, vapours, mists, fumes, smoke, dust and other chemical substances and physica agents must be as listed in the Threshold Limit Values for chemical substances and physica agents for 1976, published by the American Conference of Governmental Industrial Hygienists and its subsequent amendments or revisions.

A section of **Ontario**'s Employees Health and Safety Act, 1976, dealing with occupational health and safety data that the Workmen's Compensation Board may be requested to furnish, has been in force since July 1, 1977.

Upon the request of an employee or a trade union, the Board must send to the appropriate employer an annual summary of data relating to him, dealing with work accidents and occupational illnesses statistics as enumerated the Act.

Upon receipt of the annual summary, the employer must furnish a copy to the joint health and safety committee, if any, and to any trade union concerned. Where there is no trade union, a copy must be posted in a conspi

cuous place or places where it is most likely to be seen by the employees.

Radiation

Newfoundland has enacted the Radiation Health and Safety Act which will come into force on proclamation. The purpose of the Act is to protect the health of persons exposed to radiation and the safety of those employed in connection with the operation and use of the electrical and mechanical components of radiation-producing equipment and associated apparatus.

Mining

Quebec has passed an Act to amend the Mining Act. Effective September 7, 1977, the Act has repealed the provision which prohibited females from working underground in a mine except as engineers or geologists.

A similar provision in **Nova Scotia** which prohibited women from being employed at any mine except on the surface has been removed from the Metalliferous Mines and Quarries Regulation Act.

Quebec has also adopted new standards for the concentration of asbestos and crystalline silica dust in the air, within mines. These standards, which are expressed in technical terms, became law following their publication in the *Quebec Official Gazette* on August 3, 1977.

Boilers and Pressure Vessels

In **Saskatchewan**, a new Boiler and Pressure Vessel Act, 1977, became effective on July 1, 1977.

Prince Edward Island enacted the Power Engineers Act, which replaces the former Act passed in 1972. Assented to on May 13, 1977, the new Act is a revision of the 1972 legislation and will come into force on proclamation.

Electrical Code

In **Quebec**, effective July 27, 1977, the 12th Edition of the Canadian Electrical Code was adopted to ensure better application of the Electricians and Electrical Installations Act and to meet technical developments in the field of electricity. The electrical works for which permits were issued prior to July 27, 1977, may be continued to their termination in accordance with the former Electrical Code.

Fire Code

Manitoba has passed a regulation under the Fires Prevention Act providing for the adoption of a fire code. Effective April 1, 1977, the Manitoba Fire Code enables the province to enforce a uniform, legally established set of standards and requirements relating to fire prevention, fire protection and life safety in buildings. lg

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Michel Gauvin is a legislation analyst with Labour Canada.

Back issues of *The Labour Gazette*

A recent inventory shows that we have on hand — free for the asking — a limited number of copies of the following issues of *The Labour Gazette*.

1976: October.

1977: August, October November.

1978: April, May, June.

Anyone wishing to receive any of the above may obtain them by writing to: Editor, *The Labour Gazette*, Canada Department of Labour, Ottawa K1A 0J2.

comment

Seniority and affirmative action

I have just finished reading with both interest and concern the article "Equal Rights: Fact or Fantasy?" by Ed Finn (*Labour Gazette*, Volume 78, No. 5, 1978). Finn is a writer whose work I have enjoyed for some years; I respect particularly his refusal to resort to slogans and clichés in his analysis of contemporary dilemmas for those interested in or involved in labour relations in Canada.

It is all the more surprising then that the aforementioned article is both ill-considered and erroneous.

Beyond the homilies of after-dinner party fund raisers and Members of the House of Commons, there lies the reality of unemployment. It is impossible, I submit, to devise a serious equal employment opportunity program if the jobs filled by minorities, such as women, and native people displace an equal number of workers currently in those jobs. To create an unemployed labour force which better conforms to the demographic population mix is hardly an advancement of the cause of women's, minorities', or native peoples' rights.

In addition to full employment, equal opportunity requires that workers receive "equal pay for work of equal value." Finn has quite properly catalogued the inadequacy of present Canadian legislation. He has, however, failed to complete the picture.

There is to my knowledge, only one job evaluation system, the "weighted point rating method," which can provide a methodology for comparing the relative worth of jobs from different job "families."

One might have assumed a government which is committed to the concept of "equal pay for work of equal value" would support such a job evaluation scheme. Instead, we find that in the federal and most provincial governments, the whole area of job evaluation is statutorily excluded from the collective bargaining arena. This state of affairs is unlikely to change. If governments were to take the initiative in this area, it would inevitably cost money. The system of job hierarchies would have to be drastically altered, and I am not aware of a union that has not won some form of "red-circle" protection for workers whose jobs are de-valued. (Wages for undervalued jobs increase but do not decrease for de-valued jobs.) More far reaching, changes of this magnitude in the public service could not fail to influence bargaining in the private sector.

Finn has correctly elucidated the primacy of profit in the private sector. Equal rights job evaluation programs will not be implemented because they cost money. And the state is clearly not about to legislate the principle of equal value and set up the machinery for its implementation.

How should unions react to proposals from governments or employers for the implementation of affirmative action programs designed to create equal employment opportunity? They should endorse such programs, provided that no sections of the collective agreement are weakened.

Unions should never, given the present climate, erode seniority clauses. Indeed, contrary to Finn's advocacy of government legislation designed to weaken seniority provisions, nothing could be more counter-productive; both for the union and for the very women, native people and minority groups that should be the beneficiaries of such a program. In the present situation, unions must oppose these legislative intrusions into the area of collective bargaining.

Finn is correct when he asserts that unions will not voluntarily waive seniority provisions. Indeed, why should they? Seniority provisions have been one of the few areas in which unions have eroded management rights with respect to discharge and layoffs. The primacy of seniority is felt in the area of layoffs. The longer one vests with the company or employer, the greater the job security. This protection becomes doubly important in times of economic recession.

Without near-full or full employment, any tampering with seniority provisions will put newer workers to work at the expense of older workers.

The result is predictable. Sexist

and racist tendencies will not be eradicated; if anything, they will grow. Progressive union leaders seriously committed to the education of the rank and file will be powerless to stop it.

Recently, I was one of the negotiators for a joint council of unions trying to implement an affirmative action program. The employer was a quasi government body and its officers extremely enlightened and reasonable. In our past two sets of negotiations the council of unions was asked by the employer to waive "seniority" provisions in order to implement the plan. This was a difficult decision to make; it split the committee for a time. The unions had in the first year decided out of fear that (a) the membership would reject the contract; and (b) the successful candidates under the affirmative action program would face hostility and prejudice which would create divisions within the union's regular members and affirmative action members.

This past year, we did not reject the employer's proposal out of hand. We agreed that we could waive seniority provisions provided that the employer agreed to protect all existing workers against layoffs, agreed to change to a jointly devised and administered job evaluation scheme, and agreed to set certain base wage levels based upon the plan and not the market place. The employer immediately withdrew the demand, the price being too great.

Some useful things could be done in such areas as employer-union internal education programs, maternity leave, paid educational leave, women's committees, reduction of discriminatory qualifications for hirings and promotions, work-place pre-school centres, modified work weeks and flexible hours, language classes, employee assistance programs, broader recruiting methods, alteration of physical lay-out for handicapped workers, and so on.

These areas will, in the present economic climate, have a far greater impact on the employment fortunes of women, native people, and minority groups than will tampering with seniority provisions. Seniority, after all, has no sex or racial bias. The very groups who do not have it will, once hired, be protected by it. The important thing is that those suffering discrimination obtain the benefits of employment in an organized enterprise. The seniority provisions of the collective agreement will then protect them.

I am not one who advocates that governments should never change the collective bargaining process through legislation. There are times when it is both inevitable and desirable. Witness the recent changes in the B.C. Labour Code which entitled probationary employees to redress through the grievance procedure, irrespective of the contractual exclusions. This was a good change.

Governmental weakening of seniority provisions is most undesirable, and all thinking trade unionists must oppose any invitation for its implementation.

P.V. Dent,
Labour Relations Division
Registered Nurses' Association
of British Columbia

The foregoing opinions are not necessarily those of the RNABC Labour Relations Division.

Tripartism and productivity — a businessman's view

Obviously productivity is a critical determinant of how well we fare economically as a nation. Consequently, an important national goal must be to increase productivity. But accomplishing this goal requires process change.

In considering process change and in particular the need to reduce tensions among the major constituencies in our society, I am struck by an observation of the British essayist William Hazlitt: "Man is the only animal that laughs and weeps; for he is the only animal that is struck with the difference between what things are and what they ought to be." If ever there was a set of relationships gone awry, it is the process of government-labour-management interaction in Canada today.

A question worth exploring briefly is this: Would some form of tripartism be useful in improving relationships among the three key constituencies in our society and in managing more effectively the societal tradeoff between productivity and equity? By this I mean managing the bargain, which every society from the beginning of time has had to strike, between volume of goods and services produced and its distribution among the members of that society.

The answer depends on both our definition of tripartism and our expectations for it. Does it mean nothing more than more intensive and better informed consultation among the players in the complex game already being played? Or is power to be shared in a new and different game?

It is difficult to see how any reasonable person can object to more and better consultation among government, business and labour. To say that the relationship

has been poisoned by an overdose of distrust, hostility and endless recriminations is to state the painfully obvious.

Our adversarial system of labour-management relations, already rusty, is in danger of seizing up altogether unless there are more effective mechanisms for getting the issues out on the table at regional and national levels. If spokesmen for the three major constituencies in the economic game rub shoulders frequently enough in a forum that encourages lively discussion of the issues and the alternatives, only good can come of it.

Similarly, it should not be too difficult to get the players to agree on a common data base. What could be more frustrating and pointless than a politician, a labour leader and a businessman arguing over a simple statistic like the level of unemployment or the number of man-days lost through strikes? The numbers themselves are disputed while interpretation is endlessly "unagreed." All too many economic forecasts are made with the best interests at heart of the constituency standing behind the forecast. I hasten to add that I am not talking about deliberate distortion but it's hard to keep a little bias out of anything produced to support an advocacy position.

This is where a technique used in West Germany might be applied successfully in Canada. West Germany's Council of Economic Advisers, more popularly known as the Five Wise Men, publishes economic forecasts that are widely accepted by both labour and management and are also used by government as a foundation for policy-making. This independent panel of members with national reputations reviews the state of the economy and makes regular economic predictions with emphasis on the short run.

But to many, and perhaps to most, tripartism means more than an agreed-upon data base and the rubbing together in informed debate of the shoulders of the principal players in the game. Some urge, others fear, a tripartism in which government would draw more fully labour and management into the economic policy-making process. Bargains would be struck and the economic pie sliced accordingly. The discord of negotiating 10,000 collective agreements would be muted by an overlay of consensus and compromise reached through economic summitry. Oversimplified and in barest terms, that is tripartism as some would have it.

There are two solid reasons why this is not acceptable to the great majority of Canadians at this time. First, it largely excludes from power many other constituencies, including consumers, small businessmen, the unorganized worker, the retired, the unemployed. The question is this: Can we devise

"WE HAVE AN OPENING FOR A NIGHTWATCHMAN.... BUT I COULDNT PROMISE YOU MUCH OVERTIME"

safeguards to provide reasonable assurance that the benefits of a more harmonious relationship among big government, big business and big labour will exceed the additional costs passed on to the rest of the society out of their three-way partnership. The second and still broader objection is that tripartism could lead in time to a form of economic management that would be tidier, more efficient, and less riddled with inconsistencies, but would be less democratic, or, in other words, more authoritarian.

Finally, theory aside, the chances of tripartism finding acceptance in the short run are slight for the practical reason that there is no consensus in favour of tripartism within any of the three concerned constituencies.

Over the long run, however, we must extricate ourselves from the industrial stalemate in which we find ourselves. The adversarial system of labour-management relations must be modified in important ways. Canadians will accept change but only cautiously and in small increments. Therefore, we should begin with modest goals. More consultation, a common data base, and quality-of-work-life improvements at the level of the factory floor are remedial steps that should be taken and evaluated for a time before anything more ambitious is considered seriously.

Some day, however, some form of tripartism will almost certainly be necessary. The adversarial tradition is deeply rooted, but unless we do a vastly better job of getting labour and management and government to pull in the same direction, Canada will continue inexorably down the road to industrial mediocrity, bickering all the way.

William A. Dimma
President, Torstar Corporation

Books

At the Point of Discharge

by **Bruce Young,** The Canada Labour Views Co. Limited, Toronto, 1978; 295pp.

This book provides a comprehensive analysis of the arbitral jurisprudence that has developed in recent years concerning disciplinary actions, including dismissal from employment. Well researched and documented, it provides a reasonably concise discussion of the issues that emerge in dismissal grievances within twenty-two categories, devoting a brief chapter to each. Chapter one offers a brief summary of the history of arbitral jurisprudence in Canada.

The format of the book, as well as the analytical approach to the cases cited indicates that the author intended the book to be useful to the expected clientele which would include a wide range of lawyers, academics, labour journalists and other such individuals who are involved in grievance arbitration in some direct capacity as active participants or professional observers. The author suggests that the book might also be useful to foremen and grievance committee chairmen in that a careful reading of the appropriate chapter should enhance the understanding necessary to make a sensible decision concerning how far a grievance should be allowed to go, and if it does proceed to arbitration, what lines of arguments will emerge, and what decision will likely be rendered. This latter is not an unreasonable expectation because the book fairly accomplishes a most difficult task of authorship in that it presents its subject matter in such a way that the lines of analysis and argument are made comprehensible without an undue reliance on academic jargon and legalese.

From publishing houses there is a continual flood of books covering various aspects of industrial organizations and management practice that attempt to appeal to every possible audience, the professional counsel and consultant, the foreman and steward, the manager, as well as the considerable academic market. So many such books offer little more than a rather superficial discussion of the obvious, loaded with sufficient 'academic' language to give the appearance of deep scholarly research and analysis. It is therefore a pleasant experience to read Young's book, which works because its treatment of the material is properly grounded in the appropriate case data, and because the language is, to the extent that the complexities and subtleties of the ideas reasonably allow, simple and straightforward.

Inevitably, there is a limitation that the author of a book such as this imposes on himself. In the space of twenty pages it is obviously impossible to present a comprehensive history and analysis of the arbitration process and arbitral jurisprudence that has developed in Canada; even of that part of it that is particularly relevant to disciplinary and discharge grievances. But the summary history that is offered is sound even though it is necessarily skeletal.

The treatment of the issues selected ranges from the fundamental and general such as the discussion of the various points of view concerning the burden of proof in the chapter on Dishonesty, to the specifics of behaviour that borders on the frivolous such as in the chapter on Horseplay. Once the reader has identified the central issues of a grievance, the organization of the book offers a summary of the representative selection of pertinent cases with an elucidation of the principles and range of decisions that the current consensus would likely support. The person who holds the major responsibility for formulating and presenting a case before a Board of Arbitration will want to consult other works which collectively make available other material and insights that are both broader and technically more specific.* Such readers will, however, be grateful that such a useful point of departure has been provided here on the many aspects of dismissal. For those whose roles are more peripheral to the conduct of the arbitration hearing,

* There have been, in the last year or two, several excellent contributions to the body of literature dealing with labour arbitration in Canada. To mention three: Donald J.M. Brown and David M. Beatty, *Canadian Labour Arbitration*, Canada Law Book Limited, Agincourt, Ontario, 1977; Earl Edward Palmer, *Collective Agreement Arbitration*, Butterworths and Co. (Canada) Ltd., Toronto, 1978; John P. Sanderson, *Labour Arbitrations and All That*, Richard DeBoo Limited, Toronto, 1976.

New solutions to people problems

Managers today are finding that because of a changing work ethic and new organizational needs, many of yesterday's sure-fire solutions to personnel problems are no longer effective. That theme pervades the readings in ***Adapting to a Changing World***, a special edition of *The Labour Gazette*. The book examines the quality-of-working-life concept (QWL) and describes various initiatives involving employee participation in workplace decisions. Copies of this attractively bound and designed 92-page paperback may be ordered at $1.00 each from Publishing Division, Supply and Services Canada, Ottawa, K1A 0S9. Cheques should be payable to the Receiver General for Canada.

such as the majority of management and union officials, this book, in itself, would provide a sufficient understanding of the issues of substance that are likely to arise in a dismissal case at arbitration.

The one fairly substantial criticism I have of the book has to do with the lack of a comprehensive index. It would have been useful if the cases had been indexed, separately and by issue. I realize the chapterization is such that the book is organized around particular issues, but such categorization, though useful, is essentially an artificial imposition and some opportunity for easy cross-referencing would have been useful.

The subject matter and its treatment make appropriate some personal comments concerning the importance of studies of rights dispute resolution to the development of a more valid understanding of the day-to-day workings of the Canadian industrial relations system. The truth is that workers and managements resolve the vast majority of differences that emerge between them in a fairly orderly fashion through a quasi-judicial system that is largely self-administered, and which frequently exemplifies the best and valued traditions of a liberal democracy.

The toughest of these differences flow from managerial authority and the need to impose disciplinary sanctions. The heart of the managerial task of directing an organization is the requirement that it give proper instructions with the expectation that they will be carried out. The heart of the worker's interest is his need for physical and economic security in a job that he can perform competently, hopefully with some measure of personal satisfaction. The test of the workability of the values of our industrial order is not on the picket line but at that point in the employment relationship when a dispute emerges concerning a decision by the employer that his interest dictates that he must, and his reading of the reciprocal array of rights and obligations leads him to conclude that he may, discharge a worker. Managements and trade unions share many interests, but situations arise concerning which differing points of view are inevitable. Perhaps the most fundamental dispute, often dramatic, sometimes tragic, is at the point of discharge.

Bruce Young's book represents a useful addition to the growing list of books that deal with important specific aspects of the Canadian industrial relations system.

P.Y. Walmsley

Women as Third-party Neutrals: Gaining acceptabilit

Barbara M. Wertheimer and Anne H. Nelson, editors, New York Stat School of Industrial and Labor Relations, Cornell University, 197 55pp.

This little publication raises an interesting suggestion: Why not relieve the current shortage of acceptable arbitrators by attractir more women into the field? It als indicates that the main "why not" is sex stereotyping.

The booklet presents the proceec ings of a day-long conference on women as third-party neutrals — fact-finders, mediators, conciliators and arbitrators — sponsored jointly by the American Arbitratio Association and the Institute for Education and Research on Women and Work. The speakers were mostly women who had gained acceptability as third-party neutrals through a variety of route — law, business, academia, apprenticeship and special training. They concluded that a special program is needed to combine instruction for women with actual experience in the fielc and two conference participants, Robert Coulson, president of the association, and Lois Gray, dean of extension and public services Cornell University's New York State School of Industrial and Labor Relations, agreed to develc such a program.

The conference participants were advised about the competence they would have to develop in bo law and labour relations and collective bargaining — competence also required of male neutrals. Some speakers were optimistic, among them Judith Vladeck, an experienced arbitrator who said the United States is entering a ne era in which women are gaining acceptability more and more not

only as arbitrators but also as management and labour representatives before arbitrators. Optimism was also expressed by Jean McKelvey, professor emeritus at the New York State School. However, she warned participants not to put too much stress on "acceptability" and too little on "competence." Women, she said, could not have one without the other.

The question of stereotyping was raised by Eva Robins, a New York arbitrator. She said that when she was being interviewed for a state mediator's job the chairman of the mediation board asked her countless questions about her ability to stay up all night, to manage with "rough people" and to "take all that swearing" — even though her record showed she had represented the industry in contract negotiations with a large number of unions.

Canada, of course, shares the U.S. problem of too few arbitrators to meet the country's needs, and would do well to explore the possibility of encouraging more women to fill the gap, as the Ontario Education Relations Commission has done in its training program.

No doubt the problem of overcoming sex stereotyping will have to be tackled in Canada, too. And no doubt Canadians will share the experience of Ida Klaus, a member of the U.S. Public Employment Relations Board, who told the conference it took her 40 years of work to find acceptability as a third-party neutral.

Roy LaBerge

Additions to the Library

The publications listed below are recent acquisitions. They may be borrowed through a local library (business, university, public, etc.) or directly — if there is no local library — by writing to The Chief Librarian, Labour Canada, Ottawa, Ontario K1A 0J2, indicating the author, title and publisher.

Affirmative Action

Equality of opportunity: the emerging challenge in employment. Edited by Susan Peterson and Leslie Ann Ferrari. Ottawa, Compensation Research Centre, Conference Board in Canada, 1978. 20p.

Collective Bargaining

Jenkins, Clive. *Collective bargaining: what you always wanted to know about trade unions and never dared to ask,* by Clive Jenkins and Barrie Sherman. London, Routledge & Kegan Paul, 1977. 156p.

Discusses the nature of British trade unions, focusing on a union's work at local and national levels, when dealing with an employers' federation, and with various types of employers. Deals with the effect of recent legislation on collective bargaining; the topics of collective bargaining, such as recognition, the wage package and pensions; redundancy; and multinational corporations. Examines all recent British legislation affecting bargaining and unions.

Peterson, Richard Byron. *Models of the bargaining process: with special reference to collective bargaining,* by Richard B. Peterson and Lane Tracy. Seattle, Wash., Graduate School of Business Administration, University of Washington, 1977. 81p.

Phillips, Gerald E. *The practice of labour relations and collective bargaining in Canada.* Toronto, Butterworth, 1977. 266p.

An introductory text on labour relations and collective bargaining in Canada. A listing of advanced readings is provided at the end of each chapter. Includes a series of assignments designed to provide an "experiential" approach to the study of labour relations.

Corporations, International

Bomers, G.B.J. *Multinational corporations and industrial relations; a comparative study of West Germany and the Netherlands.* Assen, Van Gorcum, 1976. 226p.

Examines the effects of multina-

tional corporations on the existing industrial relations systems and practices in the two countries studied; the effects on employment levels and structures; and the effects on union perceptions and strategies.

Employees-Dismissal

Young, Bruce. *At the point of discharge.* Toronto, Canada Labour Views Co., 1978. 295p.

Employees' Benefit Plans

Conference Board. *Rethinking employee benefits assumptions.* Edited by David A. Weeks. New York, 1978. 97p.

Hours of Labour-Reduction

Levitan, Sar A. *Shorter hours, shorter weeks: spreading the work to reduce unemployment,* by Sar A. Levitan and Richard S. Belous. Baltimore, Johns Hopkins University Press, 1977. 94p.

U.S. National Commission for Manpower Policy. *Adjusting hours to increase jobs; an analysis of the options,* by Robert Clark. Washington, 1977. 64p.

Humanization of Work

Humanizing the workplace; new proposals and perspectives. Edited by Richard N. Ottaway. London, Croom Helm, 1977. 175p.

A collection of papers on various aspects of work humanization. Topics include organizational change; technological change; computers; ideological barriers to the humanization of work; worker education; management education methods for humanizing the workplace; new management attitudes; the role of unions in work humanization.

Industrial Democracy

Smith, Cyril. *Industrial participation.* London, McGraw-Hill, 1977. 174p.

Argues for a British system of industrial democracy that would include all workers, both unionized and non-unionized. Explains current proposals for the establishment of workplace councils and profit-sharing schemes, and of a scheme for employees to take part in the election of company directors. Includes chapters on worker co-operatives, industrial participation in the nationalized industries, and a survey of worker participation schemes in the EEC.

Industrial Disputes

Gennard, John. *Financing strikers.* New York, Wiley, 1977. 184p.

Examines the range of finance available in the U.S. to those involved in industrial disputes. Comparisons are made with provisions and experience in other countries. Concludes that state benefit has not been an important source of finance for strike behaviour.

Industrial Relations

Jackson, Michael Peart. *Industrial relations; a textbook.* London, Croom Helm, 1977. 281p.

An introduction to the main areas of interest in British industrial relations. Examines the development, aims and government of unions, the growth and management of the business enterprise, employers' associations, industrial democracy, collective bargaining, local and productivity bargaining, industrial conflict, and the role of the state in industrial relations. Uses comparisons from North America, Europe and Australia. Attempts to merge theoretical considerations of the subject with the information presented.

McMurray, David. *Current economic and industrial relations indicators.* Kingston, Industrial Relations Centre, Queen's University, 1978. 38p.

Provides 1977 data on labour output and income; labour market prices; profits; wages, earnings and benefits; productivity and labour costs; and collective bargaining and industrial relations for Canada and the U.S. Indicates annual percentage change or rate from 1975.

Labour Laws and Legislation

Kahn-Freund, Otto. *Labour and the law.* 2d ed. London, Stevens & Sons, 1977. 296p.

Emphasizes general principles and tendencies of British labour law rather than details of statutes or case law. Does not deal with the contract of employment, redundancy payment or certain aspects of unfair dismissal law.

Labour Organization

Caille, Marcel. *Les truands du patronat,* par Marcel Caille avec la collaboration de Dominique Decèze. Préface de Georges Séguy. Paris, Éditions sociales, 1977. 305p.

Pensions

Canada. Department of Labour. *The pensions booklet.* Ottawa, Supply and Services Canada, 197

Titre en français: Brochure sur les pensions.

Summarizes the Canadian retirement income system, with major attention given to private pension plans. Discusses the types of private plans, regulation of pension plans, and current pension issues such as the number of persons covered by private plans, preserving pension benefits when changing employers, retirement age, size of benefits, and preserving the value of pensions against the effects of inflation.

Canadian Union of Public Employees. Ontario Division. *Brief to the Royal Commission on the Status of Pensions in Ontario.* Toronto, 1977. 192p.

Pesando, James E. *Private pensions in an inflationary climate: limitations and policy alternatives.* Ottawa, Economic Council of Canada, 1978. 89p.

Wage Differentials

Tandon, Bankey Behari. *An empirical analysis of earnings of foreign-born and native-born Canadians.* Kingston, Ont., Queen's University, 1977. 166p.

Examines the differences in earnings of foreign-born and native-born Canadians and attempts to explain these differences. Examines, with respect to earnings, the marginal effect of Canadian experience compared to that of foreign experience; the effect of foreign experience in technologically advanced countries compared to experience in less developed countries; and the effect of length of Canadian residence.

PRICES, EMPLOYMENT, AND EARNINGS

THE LABOUR MARKET — JUNE, 1978

SEASONALLY ADJUSTED DATA

The unemployment rate remained unchanged at 8.6 per cent for the fourth consecutive month. The growth of employment (0.5 per cent) was relatively strong, and growth in the labour force (0.4 per cent) was at about the same pace, as the participation rate moved up slightly to a new record of 62.6 per cent.

Employment in the *second quarter* of the year was 1.0 per cent higher than the previous quarter, a slightly faster growth than the 0.9 per cent increase of the first quarter. Most of the second quarter gain was among adult women (2.2 per cent) followed by youths (1.1 per cent), while adult men (0.3 per cent) advanced comparatively slowly.

The *unemployment rate* for the adult male group has remained at 5.4 per cent since April. In contrast, the adult female and youth rates have fluctuated substantially over the last three months, both falling in April, rising in May, and falling again in June. In June the rate for adult females stood at 7.9 per cent and the rate for youths at 14.7 per cent.

Regionally, the gain in employment was reflected mainly in the Atlantic region (1.1 per cent) and British Columbia (1.0 per cent). However, in May, these two regions recorded declines in employment. In the Prairies, employment declined slightly (-0.1 per cent) after increasing in May. In Quebec, there was virtually no change in June following a substantial increase in May, and an increase in Ontario (0.6 per cent) was preceded by no significant change in May.

Regional unemployment rates were lower in all regions except the Prairies, where it remained unchanged (at 5.2 per cent) as both employment and the labour force declined. In Quebec (at 11.4 per cent), and Ontario (at 7.4 per cent) the unemployment rates declined 0.1 percentage point. In British Columbia (at 7.8 per cent) it fell 0.2 points, and in the Maritimes (at 12.4 per cent) the drop was 0.6 points. In the four regions declines occurred as a result of growth in employment exceeding that of the labour force.

UNADJUSTED DATA

The *actual* number of unemployed was 903,000 in June, 1978, 89,000 higher than a year ago, as employment (10,400,000) increased by 356,000 or 3.5 per cent and the labour force (11,304,000) increased by 446,000, or 4.1 per cent. The

actual unemployment rate was 8.0 per cent in June 1978, compared with 8.4 per cent in May and 7.5 per cent in June, 1977.

THE CONSUMER PRICE INDEX — JUNE 1978

The Consumer Price Index increased by 0.9 per cent in June to 175.1 (1971 = 100), from 173.6 in May. This follows a substantial increase of 1.4 per cent between April and May. The year-over-year increase in the CPI continued to accelerate to a 9.2 per cent rate in June, the highest year-over-year increase since the beginning of the year.

Since the fourth quarter of 1976, food prices have been accelerating continuously. In the second quarter of 1978, the food index was 16.5 per cent higher than the same quarter of the previous year, moving up from the 14.1 per cent increase recorded in the first quarter.

Higher food prices have been mainly attributable to increased prices for meat, fruits and vegetables. Beef prices in particular, moved up on a year-over-year basis by 55.8 per cent in the second quarter, compared with 31.7 per cent in the first quarter of the year. Fruits and vegetables (24.6 per cent higher in the second quarter and 22.8 per cent in the first), while increasing less dramatically than meat in recent months, have shown steady increases over the long run. (The June index for fruits and vegetables was 249.7 compared with 218.4 for meat.)

The recent trends described above continued to be reflected in the June figures. *Higher food prices* (an increase of 2.0 per cent between May and June), were mostly responsible for the latest month-to-month increase in the overall index. Beef prices were up 11.1 per cent over the month and 70.3 per cent from June, 1977. Higher prices for pork and other meats, as well as for some dairy products also had a notable impact on the May-June increases. While fresh fruit prices continued to increase, a significant reduction in the prices for fresh vegetables (-10.8 per cent over the month) had some mitigating effects on the food component.

An increase of 0.4 per cent between May and June in the *all-items excluding food index* was mainly attributable to the increase in the housing component, primarily the result of increased home ownership costs. In contrast, the charges for household operation (the other main portion of the housing component) moderated somewhat, due to a slight decrease in the costs for fuel and utilities. Other factors contributing to the June increase were higher prices for new cars and selected clothing items. Gasoline prices and automobile insurance premiums recorded slight declines.

On a *seasonally adjusted basis* the all-items CPI advanced by 0.6 per cent between May and June. The food index advanced 1.3 per cent while non-food rose a moderate 0.3 per cent. The current annual rate of change in the CPI for June based on seasonally adjusted movements in the latest three months was 8.9 per cent, a considerable moderation from the 11.3 per cent recorded in May.

JOB VACANCIES — MAY 1978

Preliminary estimates of the average number of jobs vacant on a daily basis during the three-month period ended May, show an increase of 12 per cent from the previous three-month period. Vacancies for full-time, part-time and casual jobs were 40,700. Compared with the three-month period a year ago, the number of vacancies decreased by 3,100 or 7 per cent.

Vacancies for full-time jobs increased by 10 per cent to 36,100 from 32,800 in the preceding period. Longer-term vacancies (jobs unfilled for more than four weeks) increased 11 per cent to 12,500.

For every 1,000 existing jobs in the latest three-month period 5 were vacant, an increase of one from the preceding period. There was no change in the vacancy rate from the comparable period in 1977. The highest vacancy rates were observed in Alberta (9 per 1,000), Saskatchewan (6 per 1,000) and Manitoba (5 per 1,000). The lowest rate (3 per 1,000) occurred in Nova Scotia and New Brunswick.

EARNINGS AND INCOME — APRIL 1978

Preliminary estimates of *average weekly earnings* of the industrial composite for April, 1978, increased by 0.4 per cent (on a seasonally-adjusted basis) from March. All regions participated in the increase. Four industries *declined*. These were: forestry, mining, trade and service. The other industries recorded increases.

On an *unadjusted* basis, average weekly earnings for the industrial composite increased by 6.2 per cent to $262.09 in April, 1978, from $246.43 in April, 1977. In real terms, this amounted to a *decrease* of 2.5 per cent. The largest gain was recorded in manufacturing: 8.1 per cent on a year-over-year basis to $283.83 in April, 1978. In construction the increase was 5.7 per cent to $382.93. On a

regional basis earnings in Quebec continued to increase at the fastest rate. In that region, the year-over-year increase in April, 1978, was 7.6 per cent (to $258.34), followed by Ontario 6.6 per cent ($262.36), the Prairie region 5.5 per cent ($256.82), British Columbia 5.4 per cent ($295.86) and the Atlantic region 2.7 per cent ($226.90).

Average hourly earnings, on a seasonally adjusted basis, declined slightly in both manufacturing and construction, but increased in mining (including milling). On the other hand, *average weekly hours* were higher in manufacturing and construction, but were lower in mining (including mining).

Total labour income, unadjusted, was estimated at $10.5 billion in April, 1978, an increase of $844.2 million or 8.7 per cent from April 1977. *Wages and salaries* increased a bit slower: 8.4 per cent or $755.0 million to $9.7 billion, of which workers in manufacturing shared an increase of $180.2 million (or 9.4 per cent).

STRIKES AND LOCKOUTS — APRIL 1978

During April there were 157 work stoppages in progress, 69 of which began during the month. They involved a total of 42,255 workers and resulted in a total loss of 475,580 man-days. The corresponding numbers for March were 148 stoppages, 37,590 workers and 406,510 man-days. Compared with April 1977, there were 148 stoppages involving 38,237 workers and resulting in a loss of 329,350 man-hours.

In relation to total estimated working time of non-agricultural paid workers, time lost represented 28 man-days per 10,000 man-days worked, as compared with 22 in March and 20 in April, 1977.

In manufacturing, 147,560 man-days were lost in April, increasing from 136,390 in March. In relation to paid employment, the numbers of man-days were equivalent to 39 per 10,000 workers in April, and 33 in March.

Under federal jurisdiction, there were 15 work stoppages involving 3,746 workers (8.9 per cent of total) and accounting for 37,360 man-days lost (7.8 per cent).

Hold it and don't move!

labour statistics

LABOUR MARKET

	Seasonally Adjusted					Unadjusted		
				% change[2]				
	Apr. 1978	May 1978	June 1978	May	June	June 1977	June 1978	% Change[1]
TOTAL		(numbers in thousands)						
Labour Force	10,931	10,972	11,014	0.4	0.4	10,858	11,034	
Employment	9,996	10,023	10,070	0.3	0.5	10,044	10,400	
Unemployment	935	949	944	0.3	- 0.5	814	903	
Unemployment Rate (%)	8.6	8.6	8.6	—	—	7.5	8.0	
Participation Rate (%)	62.3	62.5	62.6	—	—	63.0	64.3	
Both Sexes: 15-24	63.5	64.1	64.2	—	—	68.0	69.3	
Men:	77.8	77.9	78.1	—	—	79.8	80.3	
— 25 and over	81.0	80.9	81.3	—	—	81.5	81.9	
Women:	47.4	47.5	47.7	—	—	46.7	48.7	
— 25 and over	43.8	43.9	43.9	—	—	42.0	44.0	
EMPLOYMENT	9,996	10,023	10,070	0.3	0.4	10,044	10,400	
Both Sexes: 15-24	2,472	2,489	2,504	0.7	0.6	2,647	2,721	
Men:	6,174	6,196	6,225	0.4	0.5	6,222	6,457	
— 25 and over	4,835	4,841	4,865	0.1	0.5	4,839	4,948	
Women:	3,822	3,827	3,845	0.1	0.5	3,722	3,043	
— 25 and over	2,689	2,693	2,701	0.1	0.3	2,559	2,732	
Paid Workers	8,990	9,015	9,035	0.3	0.2	9,022	9,306	
— Non-Agriculture	8,868	8,892	8,905	0.3	0.1	8,852	9,156	
In Industries								
Agriculture	453	469	476	3.5	1.5	503	513	
Manufacturing	1,970	1,999	1,998	1.5	- 0.1	1,951	2,045	
Construction	622	625	639	0.5	2.2	709	708	
Trade	1,773	1,778	1,781	0.3	0.2	1,696	1,790	
Services	2,829	2,802	2,819	- 1.0	0.6	2,778	2,876	
By Regions								
Atlantic	757	756	764	- 0.1	1.1	781	809	
Quebec	2,538	2,547	2,548	0.4	0.0	2,580	2,634	
Ontario	3,860	3,861	3,885	0.0	0.6	3,849	3,998	
Prairies	1,740	1,758	1,757	1.0	- 0.1	1,735	1,809	
British Columbia	1,108	1,106	1,117	- 0.2	1.0	1,100	1,149	
UNEMPLOYMENT RATE (%)	8.6	8.6	8.6	—	—	7.5	8.0	
Both Sexes: 15-24	14.8	15.1	14.7	—	—	13.8	14.3	
Men:	7.9	7.9	7.8	—	—	6.6	7.0	
— 25 and over	5.4	5.4	5.4	—	—	4.2	4.6	
Women:	9.6	9.9	9.8	—	—	9.0	9.5	
— 25 and over	7.8	8.0	7.9	—	—	6.6	7.2	
By Regions								
Atlantic	13.2	13.0	12.4	—	—	11.4	13.3	
Quebec	11.2	11.5	11.4	—	—	9.6	11.3	
Ontario	7.4	7.5	7.4	—	—	6.8	7.3	
Prairies	5.5	5.2	5.2	—	—	3.7	4.9	
British Columbia	7.7	8.0	7.8	—	—	7.8	7.6	
EMPLOYMENT RATIO	57.0	57.1	57.2	—	—	58.3	59.1	
Both sexes: 15-24	54.1	54.4	54.7	—	—	58.5	59.4	
Men:	71.6	71.8	72.0	—	—	74.6	74.7	
— 25 and over	76.6	76.6	76.8	—	—	78.1	78.1	
Women:	42.9	42.8	43.0	—	—	42.5	44.1	
— 25 and over	40.4	40.4	40.4	—	—	39.2	40.9	

CONSUMER PRICE INDEX

	Unadjusted						Seasonally Adjusted		
	1978			% Change From Previous Year			Current Annual Rate of Change		
	Apr.	May	June	Apr.	May	June	Apr.	May	June
All-Items (1971 = 100)	171.2	173.6	175.1	8.4	9.0	9.2	8.3	11.3	8.9
Food "	200.4	207.1	211.2	14.7	16.9	17.9	16.6	28.0	26.0
Total Ex-Food "	161.2	162.2	162.8	6.1	6.2	5.9	5.4	5.4	2.5

EARNINGS AND INCOME

	Unadjusted			Seasonally Adjusted				
	Apr. 1977	Apr. 1978P	% change[1]	Feb. 1978P	Mar. 1978P	Apr. 1978P	% change[2] Mar.	Apr.
AVERAGE WEEKLY EARNINGS ($)								
Industrial Composite	246.43	262.09	6.4	259.84	261.19	262.35	0.5	0.4
Real ($ 1971)	154.79	150.97	- 2.5	151.98	152.26	151.15	0.2	- 0.7
By Regions:								
Atlantic	220.90	226.90	2.5	227.30	225.06	226.51	0.6	- 0.9
Quebec	240.10	258.34	7.6	256.03	257.12	258.60	0.4	0.6
Ontario	246.05	262.36	6.6	259.91	261.41	262.36	0.4	0.6
Prairies	243.33	256.82	5.5	255.49	256.91	257.13	0.6	0.1
British Columbia	280.59	295.86	5.4	293.89	298.04	300.27	1.4	0.7
Manufacturing:								
Average Weekly Earnings ($)	262.64	283.83	8.1	279.73	280.36	282.33	0.2	0.7
Average Hourly Earnings ($)	6.27	6.75	7.7	6.69	6.74	6.73	0.7	0.1
Average Weekly Hours	38.7	39.0	0.8	38.8	39.3	38.8	1.3	- 1.3
Total Labour Income ($ Million)	9,655.7	10,499.9	8.7	10,509.7	10,575.4	10,644.7	0.6	0.7
Wages and Salaries - Total	8,950.1	9,705.1	8.4	9,714.3	9,775.1	9,839.0	0.6	0.7
— Manufacturing	2,017.9	2,208.1	9.4	2,201.6	2,214.5	2,226.3	0.5	0.6

JOB VACANCIES

	Unadjusted					Seasonally Adjusted			
	1977			1978	Three months ending May	1977			1978
	II	III	IV	I		II	III	IV	I
	(numbers in thousands)								
All categories	49.7	52.7	35.6	37.9	40.7	47.8	42.9	40.5	44.7
Full-time jobs	43.2	45.5	30.9	34.3	36.1	41.5	37.4	35.3	39.7
Long-term vacancies	13.2	15.7	12.1	12.1	12.5	14.4	12.5	13.2	13.4

STRIKES AND LOCKOUTS

	1976		1977				1978		
	III	IV	I	II	III	IV	I	Mar.	Apr.
	(Quarterly averages)								
Strikes and Lockouts:									
— Beginning during month	73	56	56	74	69	48	59	66	69
— Existing during month	203	143	118	152	155	111	127	148	157
Workers Involved	112,173	342,621	24,039	36,790	34,813	25,876	30,563	37,590	42,255
Man-days Lost — Total	1,466,900	927,813	200,670	312,263	332,267	257,427	350,563	406,510	475,580
— Manufacturing	501,157	278,540	110,100	207,630	189,653	154,340	119,170	136,390	147,560
Man-days Lost as a % of Estimated Working Time	0.79	0.50	0.11	0.17	0.18	0.14	0.20	0.22	0.28
— Manufacturing	1.18	0.67	0.28	0.52	0.46	0.34	0.31	0.33	0.39

[1]Per cent change from previous year.

[2]Per cent change from previous month.

PPreliminary.

Source: Statistics Canada, *The Labour Force*, Cat. No. 71-001. Statistics Canada, *Employment, Earnings and Hours*. Cat. No. 72-002. Statistics Canada, *Quarterly, Report on Job Vacancies*, Cat. No. 71-002, Statistics Canada, *The Consumer Price Index*, 62-001. Labour Canada, *Wage Developments*, Labour Data Branch.

STRIKES AND LOCKOUTS

Statistical information on work stoppages in Canada is compiled by the Labour Data Branch of the Canada Department of Labour on the basis reports from the Canada Manpower Division, Department of Manpower and Immigration. The tables cover strikes and lockouts that amount to 10 more man-days. The number of workers involved includes all workers reported on strike or lockout, whether or not they all belonged to the un directly involved in the disputes leading to the work stoppages. Workers indirectly affected, such as those laid off as a result of a work stoppage, not included.

TIME PERSPECTIVE ON WORK STOPPAGES, APRIL 1978

Period	Number beginning during month	Work stoppages in existence during month or year			Per cen estima work ti
		Number	Workers involved	Duration in man-days	
Year					
1973	677	724	348,470	5,776,080	0
1974	1,173	1,218	580,912	9,221,890	0
1975	1,103	1,171	506,443	10,908,810	0
1976	921	1,039	1,570,940	11,609,890	0
1977	739	803	217,557	3,307,880	0
1977					
April	78	148	38,237	329,350	0
May	73	152	34,893	299,940	0
June	71	156	37,241	307,500	0
July	55	138	38,802	405,760	0
August	76	153	34,522	345,970	0
September	75	174	31,114	245,070	0
October	56	120	19,716	178,300	0
November	55	113	32,154	240,850	0
December	32	101	25,758	353,130	0
1978(1)					
January	48	96	24,395	365,720	0
February	64	138	29,705	278,200	0
March	66	148	37,590	406,510	0
April	69	157	42,255	475,580	0
January-April 1977	246	503	110,355	931,360	0
January-April 1978	247	539	133,945	1,526,010	0

(1) Preliminary

WORK STOPPAGES BY INDUSTRY, APRIL 1978 (Preliminary)

Industry	Number beginning during month	Work stoppages in existence during month			Cumulative duration in man-days (Jan. to April)
		Number	Workers involved	Duration in man-days	
Agriculture	0	0	0	0	0
Forestry	3	3	1,810	6,730	9,500
Fishing	0	0	0	0	0
Mines	6	12	10,579	187,770	294,670
Manufacturing	31	64	15,618	147,560	505,070
Construction	6	9	2,925	7,110	20,660
Transp. & Utilities	8	25	3,393	43,290	422,740
Trade	5	13	678	4,130	46,700
Finance	1	1	69	350	870
Service	7	22	3,424	30,930	117,060
Public Admin.	2	8	3,759	47,710	108,740
Various industries	0	0	0	0	0
TOTAL	69	157	42,255	475,580	1,526,010

WORK STOPPAGES BY JURISDICTION, APRIL, 1978 (Preliminary)

Jurisdiction	Number beginning during month	Work stoppages in existence during month			Cur lat du tion m da (Jan Ap
		Number	Workers involved	Duration in man-days	
Nfld	5	7	3,563	64,270	112,8
P.E.I.	0	0	0	0	
N.S.	2	4	941	14,010	19,4
N.B.	8	8	5,173	6,890	9,2
Quebec	18	58	14,286	218,570	566,7
Ontario	13	33	6,449	63,780	250,4
Manitoba	0	0	0	0	8
Saskatchewan	8	9	1,497	3,510	11,6
Alberta	0	5	2,352	43,990	98,6
B.C.	10	18	4,248	23,200	79,9
Yukon & N.W.T.	0	0	0	0	
Total, provinces	64	142	38,509	438,220	1,149,8
Federal Public Service(1)	0	0	0	0	
Federal Industries(2)	5	15	3,746	37,360	375,8
Federal total	5	15	3,746	37,360	376,1
TOTAL	69	157	42,255	475,580	1,526,0

(1) Covered under the Public Service Staff Relations Act.
(2) Covered under the Canada Labour Code: Part V.

NOTE: Numbers relate only to workers directly involved in the dispute.